



FIDI-FAIM Branch

Affiliate Procedures

Household Goods Relocation Services

Version 2

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Approved by Dale Collins: President, Global Services Division



Table of Contents

Partner Management Requirements..... 3

Partner Responsibilities..... 3

General Communication..... 3

Moving Service Crews..... 4

Origin Services..... 4

Destination Services..... 9

Storage & Warehouse Handling..... 12

Claims Assistance..... 12

Invoicing Instructions..... 12

Key Performance Indicators..... 13

Key Contacts..... 13

Code of Conduct..... 14

C-TPAT Compliance..... 15

Partner Management Requirements

The Armstrong Company is continuously developing and implementing programs to meet the strategic needs of our clients. These include the implementation of procedures and policies to ensure all locations within the Armstrong organization, including those designated FIDI-FAIM offices, execute effective quality control, environmental protection, data security and overall compliance to the FIDI-FAIM accreditation.

In addition to this manual overseen by The Armstrong Company, Global Services, LLC f/k/a Crown Armstrong International Worldwide Moving and Storage, LLC (Global Services), branch affiliates adhere to the enterprise-wide procedures and policies Armstrong has in place. Upon request we will require that branches provide updates on their quality control, environmental protection, data security and demonstrate their adherence to FIDI-FAIM processes and procedures that are relevant at the local level. It should be noted that all move management, forwarding and customer service functions are performed by the Global Services team and not at any of the Armstrong branch affiliates. Due to this, FIDI-FAIM compliance at the local level focuses on the operational execution of origin and destination services according to the FIDI-FAIM requirements. Additionally, as part of our company's compliance requirements, branch affiliates are required to comply with FIDI-FAIM anti-bribery and corruption and anti-trust requirements found in FAIM version 3.1

1.0 Armstrong FIDI Branch Affiliate Responsibilities

- 1.1 Provide a single point of contact in your office to communicate with Global Services as it relates to imports
- 1.2 Provide a single point of contact in your office to communicate with Global Services as it relates to exports
- 1.3 Clearly identify the proper person who will have communications with the relocating individual
- 1.4 Keep the whole move team in copy with all communications with the relocating individual (no exceptions)
- 1.5 Immediate escalation of any client (relocating individual's company) and/or relocating individual issues or complaints to appropriate Global Services contact
- 1.6 Ensure services are carried out according to the instructions and allowances provided by Global Services
- 1.7 Carry out all services in strict compliance with local law and regulations
- 1.8 Immediately inform Global Services of all exceptions and additional costs and receive approval before service delivery
- 1.9 Actively assist Global Services in minimizing the total spend to the client and/or relocating individual
- 1.10 At all times act in the best interest of our client and/or relocating individual, as well as Armstrong as a whole
- 1.11 Assistance in the settlement of insurance claims when needed
- 1.12 Invoice for your services to Global Services within guidelines set in this document providing supporting documentation
- 1.13 Regular reporting as required by Global Services
- 1.14 Perform all services according to the FAIM quality standards

2.0 General Communication

- 2.1 All written and oral communications must be:
 - Client-service oriented (i.e. friendly, focused on the client's needs)
 - Effective
 - Clear

→ Accurate

2.2 Response time

- prompt, proactive response time to relocating individual/Global Services:
 - Non-urgent matters within one (1) working day after receipt of relocating individual/Global Services request
 - Urgent matters within 4-6 hours after receipt of relocating individual/Global Services request
 - If response time is beyond one (1) working day, advise relocating individual/Global Services of expected timing for response/resolution

2.3 Communication with Global Services' client and/or relocating individual

- If it is determined that the origin agent will be the single point of contact, you will provide the relocating individual with single point of contact in your company. If possible, this person should handle all communication to the relocating individual on your company's behalf
- Do not contact the client, unless prior approval is given to you by Global Services
- Do not discuss with our client and/or relocating individual any costs, volume or agree to any additional service unless approval is given to you by Global Services
- Email Global Services within one (1) working day providing the details of any correspondence you have had with the client and/or relocating individual

3.0 Moving Service Crews

- 3.1 All moving services will be completed by professional full-time movers
- 3.2 The crew should have appropriate tools and equipment to carry out the agreed services
- 3.3 The crew should stay consistent throughout the move.
- 3.4 At least one of the crew, preferable the crew leader, must be able to communicate with the relocating individual in either English or the native language of the relocating individual
- 3.5 Ensure that all crews are in uniform showing corporate identity
- 3.6 Ensure that a security background check has been made on all crew members working in the residence in accordance with the legal and business practices of your state and local authorities
- 3.7 All crew members must have either corporate or local government photo ID in their possession while at the residence
- 3.8 If you cannot fulfill any of the items in this section, you must advise Global Services in advance so that we can notify the relocating individual

4.0 Origin Services

- 4.1 Service authorization/pre-alert received
 - Global Services will ensure you have all the necessary information needed to carry out the authorized services as required by our client and/or relocating individual
 - Confirm receipt of the Global Services authorization/pre-alert in writing within one (1) working day to Global Services
 - If any additional information is needed for the provision of authorized services advise Global Services immediately
- 4.2 Initial consultation if the origin agent is identified as the single point of contact for the relocating individual
 - Contact the relocating individual by phone within one (1) working day upon receipt of authorization/pre-alert or as instructed in the service authorization/pre-alert

- This initial consultation via phone will include providing the relocating individual with an information package and the setting of service expectations including:
 - Single point of contact information
 - Establish pre-move survey date
 - Establish estimated packing dates
 - Information on country specific restrictions for export
 - In the event that the relocating individual cannot be contacted you must inform Global Services of failure in contacting relocating individual and request assistance within two (2) working days following the receipt of the service authorization/pre-alert
- Send an email follow up to Global Services within one (1) working day after phone consultation to summarize the call
- Be sure to indicate to Global Services any potential issues related to authorized service that may affect service provision, require additional service and/or additional costs

4.3 Pre-Move Survey

- The survey date and time should not change unless requested by the relocating individual. Should the date change at any time inform Global Services within one (1) working day.
- All surveys must be visual (virtual or physical) unless previously authorized by Global Services
- **Surveyor:** Only experienced surveyors may perform the survey. The surveyor will arrive on time, have the proper tools and documents to perform the survey and be professionally dressed. The surveyor will always represent themselves as an extension of Armstrong's Global Services team.
- **Volume Estimation:** During the survey the shipment volume will be calculated. The surveyor should request a visual inspection all items to be shipped to ensure accurate volume estimation. Surveyor should enquire if there are any additional items to ship that are off site or still to be purchased.
- **Survey List:** During the survey a detailed list of all items to be shipped with their estimated volume will be made. Clearly note any items and their estimated volumes not available for viewing or not present at the residence. If possible, we recommend that surveyor also list separately all items in the residence with their estimated volume that are "not to be shipped".
- **Special Needs:** All items requiring special care should be noted and a photo taken (examples: fragile items for crating, pianos, heavy items, difficult access, antiques or high valued items).
- **Additional Charges:** Any element of the move that will cause additional charges must be noted so that Global Services can obtain approval prior to packing (examples: difficult access, special permits, holiday/overtime pay, storage and third-party charges)
- **Insurance:** In most cases, Global Services will provide insurance for the shipment. Surveyor should not offer, nor discuss, insurance with the relocating individual unless requested by Global Services
- There is a portion of the insurance not covered by the company program. Items considered to be "specialty Items" must be identified and listed with their value for a supplemental coverage
- **Estimated Delivery Date:** Surveyor should enquire when the relocating individual could accept delivery to help in the move planning process

4.4 Pre-Move Survey Report

- Within one (1) working day you must send the results of your survey. Include the following:
 - **Survey List:** Clearly identifying all items to be shipped. Special needs items with description and photo
 - **Volume Estimation:** Including net and gross volumes
 - **Origin Service Detail:** Including number of days needed for packing, mode of transport, special request from the relocating individual
 - **Move Dates:** Pack date requested by relocating individual and date available to receive delivery at destination city
 - Summary of additional charges identified
 - Estimated door to port timeline and freight transit time to POE
 - Other documents and information as required in the service authorization/pre-alert
 - In the event a virtual survey is performed, the complete video file must be made available, and all corresponding reports must be sent to Global Services
- Within two (2) working days you must send us all costs related to any origin, additional, transportation and/or freight charges

4.5 Prior to Packing

- If any additional charges have been identified during the survey, you must receive confirmation from Global Services in writing before proceeding with the packing. It is your responsibility to request approval from Global Services at least three (3) working days prior to packing so that approval can be obtained in time
- You will be responsible for ensuring the relocating individual has completed all necessary forms for export clearance and avoid any delays related to missing documentation. Inform Global Services two (2) working days before the packing date if you have not received the needed documents
- **Insurance:** As needed Global Services may require that you assist in obtaining an insurance form prior to packing

4.6 Scheduling of Packing

- Every attempt should be made to schedule packing on the dates requested by the relocating individual. All agreed dates or changes thereafter should be immediately communicated to Global Services
- Contact the relocating individual one (1) working day prior to packing to reconfirm packing and set expectations for the day
 - Expectations should include the crew leader's name, arrival time, break times and finish time
 - Confirm relocating individual's contact information for the period they will be transiting between origin and destination cities
- When organizing packing, arrange for sufficient crew members to complete the work according to the move plan. The crew should have ample time scheduled to pack and load all items within the agreed timeframe
- Crew should be briefed before the packing date on any special instructions related to the shipment such as forbidden items or allowances

4.7 Packing Day: Arrival

- Crews should arrive at or before the agreed time. If a delay is expected the relocating individual should be notified at least 20 minutes before the agreed time. The crew leader will introduce himself and their crew on arrival at the residence. The crew leader will be always available on site for the relocating individual during packing

- The crew leader will complete a walkthrough to determine best access and any special needs of the relocating individual. Any existing damage to the residence should be photographed and noted on a pre-existing damage report signed by the relocating individual prior to the commencement of services
 - o You may use your own pre-existing damage report and will make this report available to Global Services upon request
 - o If no pre-existing damage exists, a form must still be completed and signed by the relocating individual indicating no damage.
 - o It will be your responsibility to repair any damage to the property not properly documented and/or caused by your crew.
- Crews must provide suitable floor and wall protection as necessary prior to packing. Should the relocating individual refuse floor and wall protection Global Services should be notified immediately, and the crew must note this on the pre-existing damage report signed by the relocating individual during the walkthrough

4.8 Packing Day: Packing

During the packing the following are required:

- Packing List
 - o Packing list will include room location, detail of all electrical items (including brand and model and serial number), pre-existing damage noted, and photo taken of any damage, and a detailed description of carton contents
 - o Please be as descriptive as possible, general descriptions such as “miscellaneous items” or “carton” are not acceptable
 - o Cartons packed by the owner are not acceptable and cannot be included in the shipment
 - o Packing list must be written in English and clearly legible. Preference is for electronic inventories whenever possible
- Bits Box
 - o Carton number 1 on the packing list will be a “bits box” or parts box. The contents of this box should be small items that risk being lost in the packing (examples: hardware for disassembled furniture, keys, remote control, appliance power cords, etc.)
 - o All parts placed in the box should be separated and clearly labeled as the piece and location from where it came. We prefer that you make a separate packing list for the items in the “bits box”
- Packing
 - o Only new cartons and packing materials may be used. All wood used should meet ISPM 15 standards
 - o All items going into a carton should be fully wrapped and all furniture fully covered. Tape should never be placed on furniture or items packed
 - o Carpets should be rolled individually and with a carpet pad, if any
 - o Carton markings will include relocating individual’s name, destination city, room location, carton number, mode (air, sea, road) and detailed description of carton contents
 - o Density packing is required for all shipments. Every attempt should be made to safely pack lightweight items into all available empty spaces
 - o Items should be disassembled when possible. If disassembly is done, photos of the item must be taken prior to disassembly and instructions for assembly provided
 - o Silica gel or other moisture absorbent material should be used
 - o Hand scales will be brought to the residence to ensure compliance with weight limitations for air shipments
 - o Crating of fragile items should be performed at the residence

- Always keep area clean and tidy up at the end of each packing day
- Notify Global Services immediately if any exceptions occur including additional items to crate, additional items to pack not on survey list, and/or request for extended work hours

4.9 Packing Day: Completion of Packing

- At the end of packing the crew leader must do a final walkthrough with the relocating individual to ensure that all items have been packed and removed from the residence, the rooms are clean and there are no outstanding requests from the relocating individual
- All debris is to be removed on the final day of packing.
 - Before leaving the residence, the crew will ensure that the work areas are free of any packing debris and reasonably clean
 - On the final day of packing all floor and wall protection will need to be removed from the residence
- Crew is responsible for obtaining signed copies of the packing list and any other documents as instructed in the service authorization/pre-alert. All pages of the packing list must be signed by both the relocating individual and crew leader

4.10 Immediately Following Packing

- Send a status update to Global Services within one (1) working day following packing completion. Update should include:
 - Copy of packing list
 - Actual weights, volumes and pieces
 - Other documents as required in the service authorization/pre-alert
- If loaded at residence also provide:
 - Container and seal number
 - Sailing, trucking and/or flight information
- Changes in the approved services or shipment timetable are to be reported to Global Services immediately

4.11 Loading

- Shipments that transit through the warehouse should be loaded into storage containers or lift vans directly at the residence to reduce the amount of handling
- Containers should be inspected to ensure they are in good condition. It is your responsibility to ensure they are clean, dry, odorless and without holes or damage
- Lift vans must be waterproof, be made of new, or like new material and meet ISPM 15 standards
- You must ensure that all air cases/tri-walls used are waterproof and within acceptable airline dimensions
- The loading of lift vans and containers should be performed at residence when possible
- An experienced crew must load the items and ensure that heavy items are not placed on top. Sofas should never be loaded on end
- During loading the “bits box” will be loaded last at the door and clearly marked and visible before lift van or container is sealed
- Contents of the containers must be bulk headed if container is not full
- Once you have loaded container/lift van/tri-wall take a photo of the load inside before closing or building a bulkhead. In the photo the “bits box” should be visible. For containers take a second picture of bulkhead once in place

- A final picture should be taken of the container door with markings and seal, or of the closed lift van, or the air cases/tri-wall

4.12 Vehicles

- A descriptive inventory that notes the condition and the mileage of the vehicle will be completed and signed by the relocating individual and crew leader
- The fuel tank should be as empty as possible, and battery disconnected
- No items can be packed within automobiles
- Automobiles must be securely blocked and braced in the container and motorcycles must be crated

4.13 Shipping

- You must send all shipment documentation to Global Services within three (3) working days of actual departure dates for sea freight and one (1) working day for air freight

5.0 Destination Services

5.1 Service Authorization/Pre-Alert Received

- Global Services will ensure you have all the necessary information needed to carry out the authorized services as required by our client
- Upon receipt of the Global Services service authorization/pre-alert confirm receipt in writing within one (1) working day to Global Services
- If any additional information is needed for the provision of authorized services advise Global Services immediately

5.2 Initial Consultation to Relocating Individual

- Contact the relocating individual by phone within one (1) working day upon receipt of authorization/pre-alert or as instructed in the service authorization/pre-alert
 - This initial consultation via phone will include providing the relocating individual with an information package and the setting of service expectations. Including:
 - Custom clearance instructions and timeline
 - Customs documents to complete
 - Single point of contact information
 - Establish estimated delivery dates
 - If the relocating individual cannot be contacted you must inform Global Services of failure to contact relocating individual and request assistance,
 - Within three (3) days for sea shipments
 - Within one (1) working day for air shipments
- Send an email follow up to Global Services within one (1) working day after phone consultation to summarize the call
 - Be sure to indicate to Global Services any potential issues related to authorized services including clearance and delivery that may affect service provision, require additional service and/or additional costs

5.3 Customs Clearance (applicable to overseas partners, not Armstrong domestic branch affiliates)

- During your initial consultation call, advise the relocating individual that any questions or issues related to the customs clearance process must be discussed directly with the Global Services coordinator. Under no circumstances should any crew member or crew leader make statements to the relocating individual about the customs clearance process—there are too many variables and only the Global Services coordinator has the full information needed to provide this information

- You will be responsible for ensuring that relocating individual has completed all necessary forms for clearance to avoid any delays related to missing documentation. Inform Global Services within two (2) working days before the clearance date if you have not received the needed customs documents
- If during clearance there are any additional inspections or other requirements by the government authority or customs officials, notify Global Services within the same day and at least two (2) working days prior to delivery with the expected additional charges and new custom clearance timeline
- If requested Global Services may require that you inform the relocating individual of the details mentioned in this section

5.4 Prior to Delivery

- Prior to delivery confirm via phone or through a site visit if there will be any access problems or difficulty delivering bulky items into the residence requiring shuttle, long carry or outside lift and any corresponding additional charges
- If any additional charges have been identified communicate them to Global Services and receive confirmation from Global Services in writing before proceeding with delivery. It is your responsibility to request approval from Global Services at least two (2) working days prior to delivery so that approval can be obtained in time for delivery

5.5 Scheduling of Delivery

- Contact relocating individual no less than three (3) working days prior to delivery schedule to confirm delivery date, time and address
- Contact the relocating individual one (1) working day prior to delivery to reconfirm delivery and set expectations for the day
 - Expectations should include the crew leader's name, arrival time, break times and finish time. You should also confirm to the relocating individual that the delivery service will include full unpacking and positioning on a flat surface with removal of debris on the day of delivery. All Global Services shipments include full unpacking and positioning on flat surface unless the Global Services service authorization/pre-alert indicates a different service
- When organizing delivery arrange for sufficient crew members and the crew should have ample time scheduled to unpack all items

5.6 Delivery Day: Arrival

- Crews should arrive at or before the agreed time and if a delay is expected the relocating individual should be notified at least 20 minutes before the agreed time. The crew leader will introduce himself and their crew on arrival at the residence. The crew leader will be always available on site for the relocating individual during unpacking
- The crew leader will complete a walkthrough to determine best access and any special needs of the relocating individual. Any existing damage of the residence should be photographed and noted on a pre-existing damage report signed by the relocating individual prior to the commencement of services
 - You may use your company's own pre-existing damage report and will make this report available to Global Services upon request
 - If no pre-existing damage exists a form must still be completed and signed by the relocating individual indicating no damage
 - It will be your responsibility to repair any damage to the property not properly documented and/or caused by your crew
- Crews must provide suitable floor and wall protection as necessary prior to delivery. Should the relocating individual refuse floor and wall protection Global Services should

be notified immediately, and the crew must note this on the pre-existing damage report signed by the relocating individual during the walkthrough

5.7 Delivery Day: Delivery

- Container/lift van/tri-wall must be opened in the presence of the relocating individual. A photo of the container seal should be taken before it is broken
 - Once you have opened a container/lift van/tri-wall you will take a photo of the load inside, or bulkhead, before unloading any items
 - Once container/lift van/tri-wall is empty the crew leader should show the relocating individual the empty container/lift van/tri-wall to verify all has been unloaded
 - For container shipments it is your responsibility to ensure that the container is unloaded within the time available and returned to the port/terminal on time and in good condition
- Before items are carried into the residence the crew leader is responsible for checking the items against the packing list. The crew leader should attempt to do this with the relocating individual at the point of entry. Once checked the relocating individual should indicate where to place the item
- All items should be delivered into the residence in the original packing before being unpacked. If this is not possible the condition of the items should be noted by the relocating individual once unpacked and before being brought into the residence
- Crew will position all items in the correct room as indicated by the relocating individual and then unpacked and placed safely to the nearest flat surface. Crew should not discourage full unpacking of shipment
- All items that have been dismantled by the origin crew should be reassembled, providing all screws and keys as well as reassembly instructions are available, or alternative instructions have been received from Global Services
- **If there is evidence of significant mold or mildew to the shipment hold the shipment outside the residence and immediately notify Global Services and relocating individual to seek further instruction**

5.8 Delivery Day: Completion of Delivery

- At the end of delivery, the crew leader must do a final walkthrough with the relocating individual to ensure that all rooms are clean and there are no outstanding requests from the relocating individual
- Packing debris is to be removed on the day of delivery
 - Before leaving the residence, the crew will ensure that the work areas are free of any packing debris and reasonably clean
 - On the final day of delivery all floor and wall protection will need to be removed from the residence
 - If all debris is not removed on the day of delivery you may need to return to pick up the debris
- If any damage, missing items or other exceptions are discovered during unpacking crew will notify the relocating individual, take a digital photo of the damage and note the exception on the packing list
- Crew is responsible for obtaining signed copies of the packing list and any other documents as instructed in the service authorization/pre-alert. **The packing list must be signed by both the relocating individual and crew leader**

5.9 Following Delivery

- Send a status update to Global Services concerning the delivery of the shipment within one (1) working day following shipment delivery

- The update should include information on any outstanding services to be performed and notification of any exceptions or claim items with supporting photos
- All losses or damage need to be reported to Global Services immediately

6.0 Storage & Warehouse Handling

- 6.1 Global Services must authorize all shipments for storage or storage in transit. While in storage, shipments should not be accessed or delivered without the written approval of Global Services
- 6.2 You are responsible for ensuring a dry, secure and climate-controlled storage facility for any storage of the items
- 6.3 Storage facilities must be free from rodents, other pests, etc.
- 6.4 Container/lift van/tri-wall can only be opened at warehouse with the written permission of Global Services or the relocating individual (unless required by a government official or customs officer)
- 6.5 A photo of the container seal should be taken before it is broken. Once you have opened a container/lift van/tri-wall take a photo of the load inside (or bulkhead) before unloading any items
- 6.6 You will be responsible for confirming the contents of the container/lift van/tri-wall against the packing list and notify Global Services within two (2) working days should there be any discrepancy or loss and damaged items. Photos will be required for all damaged items.
- 6.7 During unloading use a tally sheet or bingo sheet, have it signed by the crew leader of the unloading and provide it to Global Services upon request
- 6.8 For container shipments it is your responsibility to ensure that the container is loaded/unloaded within the time available and returned to the port/terminal on time and in good condition
- 6.9 When shipment is handled out of the warehouse you will be responsible for confirming that all the items that were unloaded into the warehouse are loaded out. Use a tally sheet or bingo sheet, have it signed by the crew leader of the unloading and provide it to Global Services upon request. Report any discrepancy, loss or damage immediately. **A photograph to confirm the condition of the shipment and the packing conditions MUST accompany the paperwork at the time of billing**

7.0 Claims Assistance

- 7.1 If anything has been lost or damaged inform Global Services of the nature of the claim within one (1) working day of delivery by providing a list of loss or damaged items with a general description of the item as declared at the time of delivery
- 7.2 Within three (3) days Global Services will need a copy of the signed packing list indicating the exceptions and photos of the damaged items
- 7.3 If the relocating individual requests any information from you concerning the claim settlement you should advise them to contact Global Services to obtain the needed information
- 7.4 Settlement of claims should be completed within 30 days, and Global Services will subrogate against those having liability in the chain of custody and care

8.0 Invoicing Instructions

- 8.1 Invoicing
 - All invoices must show the following information:
 - Relocating individual name
 - The Armstrong Company, Global Services LLC **reference number**
 - Packing or delivery date
 - Service charge detail

- Invoices should be issued within five (5) working days and received by The Armstrong Company, Global Services LLC no later than 30 days following completion of service. All invoices received after 60 days of service completion may not be eligible for payment
 - Invoice and supporting documentation should be sent to Global Services as indicated in the service authorization/pre-alert. This may include electronic and/or via courier or registered mail
- Invoices should include a detailed cost breakdown and be accompanied by supporting documentation
 - Cost breakdown should separate each cost element. (i.e. origin/destination services, terminal handling charges and any approved additional charges must be included as a separate line item) unless advised otherwise
 - Supporting documentation should include signed copy of packing list, signed condition reports for vehicles, third party receipts, copy of Global Services email correspondence approving additional charges, proof of payment as requested by Global Services, so that all charges have total transparency, proof of custom clearance dates when demurrage and detention charges are incurred and other documentation as requested in the service authorization/pre-alert
 - Any additional charges not submitted for approval after five (5) working days upon completion of service will not be eligible for invoicing

8.2 Payment

- Payment term will be within 60 days upon receipt of invoice by The Armstrong Company, Global Services LLC

9.0 Branch Affiliate Performance Management & Key Performance Indicators

9.1 All Armstrong branch affiliates are evaluated quarterly according to a set of key performance indicators which include:

- Relocating individual satisfaction for origin services rated on 5-point Likert scale—5 being highest
- Relocating individual satisfaction for destination services rated on 5-point Likert scale—5 being highest
- Relocating individual satisfaction for surveyor performance rated on 5-point Likert scale—5 being highest
- Relocating individual satisfaction with overall performance in the residence rates on a 5-point Likert scale—5 being highest

9.2 The Armstrong branch affiliates receive an evaluation report each quarter and in the event scores in two consecutive quarters are below 3.75 in any category for the quarter a review of specific scores is conducted by Global Services management and the Armstrong branch affiliate. The process for improvement includes the following steps:

- Identify the deficiency that may have caused the lower performance score
- Global Services team provides additional training assistance to the branch affiliate and works with branch affiliate management to document and reinforce correct processes and procedures to ensure the cause of the deficiency is removed from future service delivery
- Reinforce the need for each branch affiliate to ensure compliance and conformance with FIDI-FAIM requirements

10.0 Key Contacts

In case of emergency, key Global Services contacts are available 24/7

10.1 The Global Services key contact for these FIDI-FAIM Branch Affiliate Procedures including any general questions and feedback, cost saving ideas, new programs and procedures

affecting the management requirements as detailed in these procedures, changes to branch affiliates organizational or legal structure, and notification of inability to meet the required performance requirements.

10.2 First Contact: Tina Borba, Vice president of International Services
Tina.Borba@goarmstrong.com
c. 510.343.4434

10.3 Second Contact: Dale Collins, President of Global Services Division
dale.collins@goarmstrong.com
c. 936.405.5840

10.4 Global Services' key contacts for relocating individual/move-related issues including relocating individual contact difficulties, service issues or failures, additional charge approval, authorization for additional services, notification of damages or claims, inability to meet terms of agreement for a specific move, any unexpected circumstance affecting the delivery process and/or cost.

10.5 First Contact: Global Services Client Service Representative (as indicated on service authorization/pre-alert)

10.6 Second Contact: Tina Borba, Vice President International Services
Tina.Borba@goarmstrong.com

10.7 Third Contact: Vice President of Pricing and Billing
Dawn.Fontano@goarmstrong.com

Code of Conduct

In addition to Armstrong's Code of Conduct, FIDI branch affiliates are also required to honor FIDI's Anti-Trust and Anti-Corruption Code of Conduct.

Article 1: We Compete Fairly

While our organization competes vigorously, we do so fairly and in compliance with all antitrust laws we expect our FIDI Branch Affiliates to do the same. Antitrust laws protect free trade by ensuring that companies compete on a level playing field. To comply with the antitrust laws, we do not agree with our competitors to:

- Fix prices or terms for services or products that compete with ours
- Divide markets or allocate customers
- Boycott certain suppliers or customers

We must avoid discussions with competitors about any of these actions and avoid any other activities that may appear to be anti-competitive. In particular, we need to use caution when participating in industry events, trade association activities or social events where competitors are present to avoid even an appearance of improper communications among competitors.

Our industry can pose unique challenges due to the multiple relationships that companies may have with one another. For example, our agents may bid directly against one another in certain lines of business but may work together as service providers in other lines of business. Consult with the legal department before engaging in any activities that may appear to be anti-competitive.

Article 2: We Conduct Business Free of Bribery & Corruption

Anti-corruption laws, such as the U.S. Foreign Corrupt Practices Act, the Singapore Prevention of Corruption Act and the UK Bribery Act of 2010, prohibit the payment of bribes around the world. We must not offer, authorize, pay or promise any form of bribe or kickback in order to further our business interests. Bribes paid to government officials are of particular concern.

Bribes can include anything of value that might influence a person's judgment or conduct. In addition to cash, bribes may be given as gifts, meals, entertainment, business incentives, commissions, reimbursement of travel expenses, job offers, contract awards or other favors.

It is not only gifts to governmental officials that can be considered bribes. Under certain local laws and under the internal policies of many organizations, business gifts or entertainment provided to employees of private organizations may be considered prohibited bribes or kickbacks. Check to make sure any business gift or entertainment complies with local law and the recipient, if an individual, is authorized to accept it on behalf of his or her organization.

These rules apply to our own behavior, as well as to that of our partners conducting business on our behalf. We must not use consultants, brokers, agents or intermediaries if there is reason to believe that they endorse paying bribes or if some part of the payment we make to them will be used for a bribe.

Article 3: We Follow the Rules Established By our Government

Our company has long-standing and valuable relationships with government agencies in the U.S. and around the world. Many of these relationships are governed by regulations that protect the public interest.

We observe the requirements of these rules as well as our company's internal policies and procedures for government business and expect our partners to do the same. Some of the rules that may govern our dealings with the U.S. government include:

- The Federal Acquisition Regulation
- The Anti-Kickback Act
- The Truth in Negotiations Act
- The Procurement Integrity Act
- The False Claims Act

Among other things, these rules contain procedures for the procurement process; prohibit the bribery or improper influence of government officials; prohibit kickbacks to government contractors; require that all cost and pricing data be truthfully disclosed during contract negotiations; restrict the release of confidential source selection and bid information; restrict the hiring of government contracting officers or their family members; and prohibit false statements or claims made to defraud the government.

We must use care as we provide information to government agencies to make sure that the information provided is accurate and complete. This includes contractual representations and annual certifications, as well as routine shipping documents, bills and invoices. If you identify any potentially inaccurate information that has been provided to a government agency, you must bring it to the attention of management immediately.