

# EMPLOYEE HANDBOOK

## INTRODUCTION

This Employee Handbook has been prepared for the benefit, use and application of all staff of the TD Africa Distributions Limited. The objective is to provide detailed information about the company's policies as it relates to benefits, issues, programmes and services.

This will therefore act as a guide to all staff in determining clearly the company's policies in terms of organizational matters that concern and affect the employee including the company's expectation of staff while employed in the services of TD.

These policies will be reviewed periodically for relevance in light of changing business conditions, industry determinants and the needs of staff. All issues are deemed to have been covered; however, whether a specific issue is covered or not, proper conduct is expected from all staff.

Any further clarifications required concerning the content of this handbook will be provided by the Human Resources Department in line with the company's Human Resource Policies and Procedures Manual.

## OUR COMPANY

TD Africa Distributions Limited, or 'TD' or the 'Company', is a limited Liability company with Head office in Lagos, Nigeria and with highly visionary leadership and management. TD Africa Distributions Limited, is a people-oriented company.

## OUR VISION

To be a global leader in distribution, empowering Africa with transformative technologies.

## OUR MISSION

- To ensure accessibility, affordability and usability of technologies across Africa, empowering individuals and businesses, nurturing local innovations and steering a sustainable digital evolution.

## OUR VALUE PROPOSITION

We seek to consistently provide value in all we do by focusing on our core-values, which are;

- **Innovation**
- **Integrity** of minds and systems
- **Passion** to excel
- **Courage** to take on big challenges and see them through
- **Pride** in who we are, what we do and how we do it.

## **OBLIGATION OF THE COMPANY TO ITS EMPLOYEES**

The company assumes the following moral and legal responsibilities to each employee:

- Providing work suited to individual capabilities, talents and qualification.
- Ensuring a just and equitable reward and welfare structure for all employees.
- Unrelenting commitment to fair employee practices.
- Attracting, developing and retaining qualified and capable individuals by motivating them to higher levels of performance.
- Providing equal opportunities for employment, promotion and advancement.
- Compliance with the Labour Laws of the Federal Republic of Nigeria, Ghana and that of any other country in which TD operates.

## **OBLIGATION OF THE EMPLOYEES TO THE COMPANY**

Every employee owes the company, as his/ her employer, the:

- Honest and diligent discharge of his/ her duties and responsibilities in whatever place of assignment.
- Staff must be punctual at all times.
- Obedience of lawful instructions by superiors.
- Respect of candid and professional opinion of colleagues and clients.
- Training and development of subordinates.
- Compliance with the regulations of the Company as contained in the Handbook, confidentiality and conflict-of-interest agreement in the offer letter, as well as other terms and conditions of employment.
- Adherence to the company's shared values.
- Identification and participation in the activities of the company.
- Faithful service to the company wherever deployed.
- Utmost care and consideration for the company property or assets in his/ her care.
- Proper conduct and comportment required from a decent, committed and loyal employee.
- The staff must maintain confidentiality at all times. Information obtained in the course of working with the company shall not be divulged.
- Situations in which personal interest conflicts with that of the company should be avoided.
- Unauthorized communication with the media should be avoided.
- Personal appearance should be professional and conform to the company's code and ethics.
- Dress codes as stipulated by Management must be observed strictly.
- Any unsafe or unhealthy working condition should be reported to the supervisor.
- All personal property should be kept out of view during official hours.
- ID cards must be worn at all times and produced on demand.
- Employees are not to have access to their personnel records or files.
- Cars attached to an individual staff will be for official use and may be for restricted private use. Official use will however be top priority at all times.

## **GRADING STRUCTURE**

The grading structure of TD Africa Distributions Limited is as follows:

### **Executive Management**

Chief Executive Officer

Chief Operating Officer

Managing Director

Executive Director

	General Manager	
	Assistant General Manager	
<b>Senior Management</b>		<b>Senior Manager</b>
	Manager	
<b>Intermediate</b>	Deputy Manager	
	Assistant Manager	
	Executive	
<b>Junior</b>	Officers	
	Assistants	
	Operatives	

## 1. **EMPLOYMENT POLICY**

TD is an employer of choice, offering equal employment opportunities to all. The company desires to attract, select, employ, develop, retain and reward talents. It is committed to filling available job positions with the best candidates in terms of qualifications, ability and preparedness to work in line with the professed values and ethics.

### **1.1 Basis for Employment**

§ All employees must be above the age of 18 years.

- § All employment to be based on merit, educational qualifications, work experience and suitability for the particular position.
- § Candidates for employment should have a minimum qualification of 2<sup>nd</sup> class lower from a recognized university or HND in a polytechnic for intermediate levels and above. For employment into the junior levels, candidates should possess the relevant educational, professional or practice certificates for the respective functions.
- § There will be no discrimination based on origin, sex, religion, ethnicity, marital status or physical handicap.
- § The selection and recruitment process of the company will be centralized in the Human Resources (HR) function.

## **1.2 TERMS OF EMPLOYMENT**

### **1.2.1 Employment letter –**

All new employees will be given a letter of engagement setting out the following;

- Name and address of employee.
- Job title and job position.
- Job Description
- Salary, allowances and benefits applicable.
- Name of organization where staff has been engaged.
- Date of resumption
- Area of assignment.
- Service Level Agreement (SLA)
- Type of employment, whether contract or FTE.

He/she is also required to:

- Undergo medical examination
- Provide two referees and two guarantors
- Provide any such particulars as may be necessary.
- Provide two recent passport photographs

The candidate signifies acceptance by signing a copy of the offer letter. All staff are required to sign a confidential and conflict of interest agreement.

### **1.2.2 Employee Handbook –**

All new employees on resumption will be given an Employee Handbook stating the policies of the company, which is an extract from the company Human Resource Policies and Procedures Manual. The employee is expected to read, understand and abide by the terms and conditions laid out in the handbook while in employment.

### **1.2.3 Medical examination –**

Before engagement all employees must undergo a comprehensive medical examination at the company's designated clinic or hospital.

A satisfactory medical report is a pre-requisite for employment and will be conducted

by the company's appointed hospital or clinic.

#### **1.2.4 References & Guarantors--**

On joining the company every staff is required to provide at least two satisfactory references, one of which must be the employee's previous employer or educational institution. The provision of these references and a satisfactory report from a previous employer or school is a prerequisite for confirmation. However, at least one reference will be required before employment.

Note that the two references have to be character and performance references. In a situation where TD is the first place of employment for staff only one reference would be required.

Also, note that the guarantors must be your Parent, In-Law or your spouse (if married).

#### **1.2.5 Personnel records –**

On employment, every staff is to provide relevant information regarding his person for the personnel records and to meet statutory requirements e.g. Pension, Tax, Insurance, etc. Any misrepresentation of facts on the above will constitute misconduct.

##### **(a) Information to be placed in Personnel Files**

On employment, the under listed information/documents are some of the details to be included in Personnel records:

- Name
- Date and Place of Birth
- Educational Institutions attended with dates
- Home Address
- Telephone numbers
- Marital status
- Immediate dependents
- Nationality
- Name of Wife / Husband /Children and their dates of birth
- Name of next-of-kin
- Previous working experience
- Medical Examination Report
- BVN
- References
- Passport Photographs
- Change of marital status (where applicable)

**(b) Updating Personnel Records**

A file is maintained for every employee by HR. If there is any change(s) in personal data, a memorandum indicating the change(s) must be forwarded to HR for placement in the file within 3 months of that change.

**1.2.6 Induction –**

On resumption, the employee is taken through a comprehensive and customized induction program.

This ensures that the employee goes through every department that will impact directly on his work before assuming duties in his/her department in the company.

**1.2.7 ID Cards –**

Employees will be issued identity cards on joining the company. The ID cards must be conspicuously worn by the employee during working hours. On leaving the services of the company, the identity card, which is the property of TD, must be deposited with the Human Resources department.

In the event of a loss, the ID card will be replaced by HR on the condition that the employee swears an affidavit in a court of law before a Commissioner of Oaths as to the loss and the employee pays back to the company an amount to be determined by the company as cost of replacement.

**1.2.8 Probationary period –**

Every employee must stay a probationary period of at least six months before appointments can be confirmed. This is to enable the company confirm its recruitment decision as regards the individual.

During the probationary period the employee's job performance is appraised, references from previous employers are received, etc. The company may however at its discretion reduce/extend the probationary period, depending on the prevailing situation.

If the unsatisfactory situation has not been resolved after the 3 months extension period and in the case of a performance issue, the performance has not improved, then the employee may be disengaged.

**1.3 Conditions**

**1.3.1 Working hours –**

The company observes a five-day work week (Monday through Friday) except where any of those days is a federal or state government public holiday. Regular working hours shall be from 8.00 a.m. – 5.00p.m, with

one hour break for lunch. The company however, reserves the right to extend and stagger work hours and days to suit operational requirements, if necessary.

### **1.3.2 Attendance –**

Every employee must clock in/out every working day.

If an employee reports for work late without a reasonable and acceptable excuse for being late, the employee is deemed to have been absent from work on that day.

Habitual late-coming or absence from work without permission will attract disciplinary action.

### **1.3.3 Unauthorized Absence -**

- a) Absence from work without permission constitutes a breach of contract.
- b) Therefore, an employee who is absent without permission or reasonable cause will not receive any pay for the period of such absence and may be subject to further disciplinary actions.
- c) An employee who is unable to work for two weeks without a written notice to Management shall be deemed to have abandoned his work in which case the employee shall be regarded to have terminated his contract of employment with the company without proper notice, effective the first day of his unauthorized absence.

### **1.3.4 Absence through Police or Court Proceedings**

- a) Employees must appreciate that their conduct in and out of the company premises could influence the company's image. It is therefore necessary for employees to endeavor not to get into any scandal that can affect the company's image.
- b) Employees subpoenaed to attend court or who are invited by the Police or Law Enforcement officers to give evidence on matters outside the company's affairs will be granted leave of absence with pay on formal application.
- c) Detention not connected with the company's affairs
  - i. An employee who has been arrested and is held in detention by the Police on a criminal or other charge shall be suspended from duty with his salary suspended, whether or not such a criminal charge arises from the company's report. In all cases of suspension, full facts of the alleged offence shall be reported immediately to the Head of HR and Group CEO.



- ii. When an employee is acquitted on a criminal charge, he may on application for reinstatement, be allowed to resume duty if the company is satisfied with the circumstances of his acquittal, in which case an internal disciplinary action may be taken against the employee at the discretion of Management. His suspended salary may be paid at the discretion of Management.
- iii. Where an employee who has been suspended in connection with a criminal charge whether or not arising from a formal complaint by the company is found guilty, he shall be dismissed retrospectively from the date of his original suspension.
- iv. If he is fully exonerated from all charges within the year in question, balances of his monthly salaries and entitlements due to him may be paid. An employee who is prosecuting or defending a civil case may be granted leave of absence with pay subject to Management's discretion.

#### **1.3.5 Overtime –**

There may be exceptional circumstances that necessitate extra work in fulfilling the normal job requirements. Extra allowance is to be paid by the company in respect of jobs done outside the normal working hours in line with the approval of the Management.

#### **1.3.6 Allowances for work done during public holidays and weekends –**

All staff within the category of Executive, Officer and Assistant would be entitled to reimbursement for transport and meal expenses or overtime, for authorized work done on a Saturday, Sunday or approved public holiday.

#### **1.3.7 Relief / Temporary duty –**

Any staff can be required to act as temporary relief in any branch or office of the company that is far away from where he is employed. Such periods of temporary duty may not normally exceed 6 months or as determined by Management. The cost of travel and occasional visits to his permanent home to visit family will be borne by the company.

#### **1.3.8 Transfers –**

The company reserves the right to transfer staff to and from any of its offices in Nigeria or outside in line with business needs and requirements. The cost of travel for the Staff and family, one-year accommodation and movement of personal belongings to the new location will be borne by the company.

#### **1.3.9 Public holidays –**

The company will observe all public holidays designated or in the gazette of the applicable Government. However, some staff may be required to work on such days, depending on the exigencies of work.

#### **1.4 TYPES OF EMPLOYMENT**

Employment could be Full Time (FTE); Contract, Internship, IT and NYSC.

#### **1.5 EMPLOYMENT OF RELATIVES**

Although the employment of direct relatives may not be encouraged, the company permits the employment of relatives as long as it does not create any potential conflict of interest.

For the purpose of this policy, a relative includes a spouse, parent, child, sibling and in-law. Employment and subsequent work assignment of related staff must satisfy the following guidelines:

- Related staff may not work in positions where one individual might be able to assign, check, process, review, approve, audit, or otherwise affect the work of his or her relative.
- Related staff may not work in positions where one individual might influence the progress or promotion of his or her relatives.
- The Company or Human Resources should be notified once the relationship between two staff members changes e.g. through marriage or divorce.

#### **1.6 CONFIDENTIAL INFORMATION**

By virtue of their position with TD, an employee may have information about the company or its customers that is not in the public domain. Such information is confidential and must not be disclosed.

- (a) Employees shall devote the whole of their time and attention to the faithful and diligent discharge of their duties and shall in all respects obey and observe all lawful orders of the company and its appointed representatives or supervisors.
- (b) Employees shall regard all information concerning the affairs of the company, its customers, associates or employees obtained by virtue of their employment as confidential and shall not disclose it to any unauthorized persons. Information contained in any records, books or documents of the company, which come into an employee's possession in the course of his employment, is deemed to be secret information and belongs to the company absolutely.

## **1.7 CONFLICT OF INTEREST**

TD expects all employees to avoid situations in which personal interests may conflict, or appear to conflict with the company or its customers. Every employee is expected to inform the company of any circumstance, which is likely to lead to such conflict.

Conflicts of interest include the following:

- a) Taking advantage of his/her position in the company or of information obtained in the course of his/her employment with the company e.g. for personal gain whether for himself/herself or others; or
- b) Engaging in any secondary activity whether on or off TD's premises and within or outside the company's hours of work, which could adversely affect work performance or affect the ability of the employee to be on call and available for work as required outside normal working hours.
- c) Any secondary activity undertaken for gain or reward, which is unlikely to be consistent with the spirit of the employee Contract of Service.

Failure to declare such interest will be regarded as a breach of the employee's contract of service with the company and discovery will lead to appropriate disciplinary action being taken against the employee concerned.

## **1.8 GIFTS, FAVOURS AND BUSINESS ENTERTAINMENT**

The purpose of business entertainment and gifts is to create goodwill and sound working relationships. Their main purpose is not to gain special advantage with recipients. Accordingly, employees shall select and deal with those who are doing, or seeking to do business with TD in a completely impartial manner, without any considerations other than the best interest of the company. This means that no employee shall seek or accept from any such person or company any gifts, entertainment or favour of a type and magnitude that goes beyond common courtesies consistent with sound ethical practices. Any gift given to a staff however must be declared to the company (HR) which reserves the right to approve acceptance or rejection.

The following guidelines should be adhered to in dealing with gifts from customers and suppliers:

- 1. Only gifts of a promotional nature and/or nominal value may be accepted (examples include calendars, paperweights, diaries, and Christmas hampers.)
- 2. Money in any form is not acceptable under any circumstances.

## **1.9 PRIVATE MISCONDUCT**

Although the company would not like to interfere with the individual private life of its staff, it would not be indifferent to the conduct of its staff in respect of their private financial and nonfinancial matters especially where this affects the individual's/or company's image, output and efficiency or results into financial embarrassment. Proven cases may be grounds for termination of appointment or dismissal.

## **2. ABSENCE/ LEAVE POLICY**

### **2.1 Annual leave –**

Staff will become eligible for annual leave after confirmation and having spent a period of 12 months with the company.

Leave days are to be as follows;

- |                        |   |
|------------------------|---|
| - Executive Management | 25 working days                               |
| - Senior Management    | 20 working days                               |
| - Intermediate Staff   | 15 working days                               |
| - Junior Staff         | 10 working days                               |
| - Contract Staff       | 50% leave entitlement of FTE cadre equivalent |
- a) Leave is to be taken in the appropriate financial year and shall not be accumulated or carried over to the next financial year.
  - b) Should any staff not take his/her leave in any financial year due to work exigencies his/her leave will not be carried over to the next financial year unless with a written approval by the CEO.
  - c) Where necessary, an employee may be recalled to work before the end of his/her leave, in which case the remainder of the leave will be taken before the end of the financial year.
  - d) Leave days are based on working days only. When a public holiday or workfree day falls on a normal working day during an employee's leave period, this will not be counted as part of the leave days.
  - e) No staff is to be away from the office be it for training or annual leave between the 1<sup>st</sup> and the 20<sup>th</sup> of December except with the express approval of the Group Chairman or the cE.

### **2.2 Compassionate leave –**

This is granted to staff in the event of death of a close family relation.

- a) The duration of such compassionate leave will not exceed an aggregate of three days in any financial year.

- b) The granting of such leave will be at the absolute discretion of Management and will depend upon the merit of each case.

### **2.3 Maternity leave –**

Confirmed female staff, are entitled to 12 weeks (4 weeks before delivery and 8 weeks after delivery) maternity leave.

- a) While on maternity leave, the employee will be granted full pay but shall forfeit her annual leave for that financial year or the next annual leave where the one for that year had been taken. In other words, maternity leave is annual leave consuming.
- b) On resumption from such leave, the employee will be allowed two hours off daily for a maximum period of three months.
- c) Any maternity leave taken in excess of the stipulated period shall be without pay where no acceptable excuse is given.
- d) If the child is born earlier than the planned maternity leave date, then maternity leave starts the day the child is born.
- e) If the employee cannot return to work immediately on expiration of the statutory maternity leave period, then she must notify both her line manager and HR in writing attaching the medical certificate from her consultant/gynecologist stating the exact situation.

She will be advised of any sick leave due to her, if any. If none then her maternity leave could be extended to not more than 5 working days on compassionate grounds.

If the time-off required for recovery is much longer, then a one-month leave of absence without pay can be considered, if she has been a consistent above average performer prior to the conception of her child, or as may be determined by Management.

She is however not entitled to take annual leave in the year in which the maternity leave is taken.

### **2.4 Paternity Leave**

The company may grant 2 days paternity leave to its male employee upon the birth of his child. However, it should be taken immediately upon the birth of the child.

### **2.5 Casual Leave–**

Staff are entitled to 2 days casual leave and should be taken in the appropriate financial year and shall not be accumulated or carried over to the next financial year.

### **2.6 Study leave –**

Study leave without pay up to a period of 24 months may be granted to staff who has been in the company's employment for a minimum period of 36 months consistently performing at an above average performance rating in two consecutive bi-annual performance appraisal exercises prior to the application, provided the course of study is relevant to their present work and to the company's activities.

### **Procedure**

- a) The study leave period should not exceed two (2) years.
- b) The application to HR should be supported and recommended by the applicant's Line Manager/Entity Head.

### **Conditions for Granting Study Leave**

- a) The employee's status, including salary and benefits, shall be suspended during the period of study leave i.e. until he/she returns.
- b) The company shall not be responsible for the financing of the employee's course of study whether locally or abroad.

### **Re-absorption**

- a) While the company would normally reabsorb/reinstate the employee on return from study leave, it is not obliged to do so automatically. Re-absorption shall be subject to the company's position and prevailing circumstances at the time of the employee's return.
- b) Re-absorption upon return shall be on same grade and is subject to the availability of suitable vacancy.
- c) An employee granted study leave should within three months of his/her completion contact the HR to establish his/her willingness to resume work.
- d) He/she should be advised to submit his/her transcript and certificate of successful completion of the program, while HR is to obtain Management's approval accordingly.

## **2.7 Sick leave**

In instances of illness, leave can be granted on presentation of a sick leave certificate by a medical practitioner stating nature of illness and the likely period of absence. The period of such absence due to sickness should not exceed 3 working days.

If the illness persists for a much longer period, then the policy on absence due to illhealth will apply.

a) Absence due to illness

- i. An employee unable to attend work on grounds of illness must notify his supervisor or HR with minimum delay and shall furnish within 48 hours a certificate from a registered medical practitioner in support of such absence. Absence without notice or medical certificate may be considered an abandonment of employment and treated as such.
- ii. The Company reserves the right to require examination of an employee on sick leave by any medical practitioner nominated by it.

b) Sick Benefits

In the event of prolonged illness or accident in the course of discharge of duties, employees may be eligible to the following salaries, subject to Management approval.

- |   |   |                  |
|---|---|------------------|
| A | First 3 months  | Full pay applies |
| B | Second 3 months   | Half pay applies |
| C | Beyond 6 months No pay and concerned staff's employment is put in abeyance, pending his/her return. |                  |

In the event of prolonged illness or accident not within the course of discharge of duties, employees may be eligible to the following salaries, subject to Management approval.

- |   |   |                  |
|---|---|------------------|
| A | First 3 months  | Half pay applies |
| B | Beyond 3 months No pay and concerned staff's employment is put in abeyance, pending his/her return. |                  |

Note

Following the conclusion of the approved sick leave period, further assistance and retention of service will be at Management's discretion.

## **2.8 Leave of absence –**

In certain circumstances, special demands on staff may bring about a need to apply for leave of absence from the company. This is usually without pay; however, the circumstances of each case will be reviewed and approval granted at the discretion of management in the interest of both the staff and the company.

## **2.9 Time-off for civic duties –**

Staff may desire time-off to pursue political, government or civic interests in the community. This the company recognizes and may approve subject to the company's interests.

#### **2.10 Absence due to arrest or imprisonment –**

Continued employment as a result of arrest will be determined on its own merit. However, in cases of wrongful arrests employment status with the company will not be affected. For imprisonment, dismissal from employment will be effected.

### **3 EQUAL OPPORTUNITY POLICY**

It is the policy of the company to give equal opportunity in employment regardless of sex, marital status, race, age, disability, religion or ethnic origin. This applies to recruitment, training, pay, conditions of employment, allocation of work and promotion.

As an equal opportunity employer our key criterion for selection, promotion, training and reward is ability to do the job to the required standard.

### **4 HARASSMENT POLICY**

Sexual or racial harassment at work is unlawful, and the harasser may be held liable to pay damages for such unlawful actions.

The following sets out the company's policy on harassment.

#### **4.1 Policy**

The company deplores all forms of sexual and racial harassment and will seek to ensure that the working environment for staff is free from such actions. The following section gives examples of the type of behaviour that is unacceptable to the company.

#### **4.2 Examples of harassment**

Sexual harassment can take many forms, from mild sexual banter to actual physical violence.

Sexual harassment is unwanted behaviour of a sexual nature by one employee towards another. Examples include:

- insensitive jokes



- provocative comments about appearance, threat of dismissal, loss of promotion etc, for refusal of sexual favours.

Racial harassment can also take many forms, from relatively minor abuse to actual physical violence. Examples of racial harassment include:

- insensitive jokes related to race •
- deliberate exclusion from conversations
- racial abuse.

The examples above are not exhaustive. Depending on the circumstances, some types of harassment may constitute gross misconduct, punishable by summary dismissal under the company's disciplinary procedure.

Affected staff should formally inform the Management with the complaint.

The Head, HR will carry out a thorough investigation as quickly as possible, and in any event within two weeks, and if he/she feels that there is a case to answer action will be taken against the harasser under the company's disciplinary procedure.

#### **4.3 Informal remedy**

If you consider that you are, or have been, a victim of minor sexual or racial harassment or other intimidation you should make it clear to the alleged harasser that the behaviour is unacceptable and must stop. If you or a colleague feel unable to do this in person, a written request (explaining the distress the behaviour is causing) handed to the harasser may be effective. You may also discuss your complaints with your line manager, in total confidence.

#### **4.4 Formal procedure**

Where informal methods fail, or serious harassment occurs, employees should bring a formal complaint under the company's grievance procedure. The complaint should be made in writing to the Head, HR and state:

- the name of the harasser;
- the nature of the harassment;
- dates and times when harassment occurred;
- names of witnesses, if any, to any incidents of harassment;
- any action already taken by the complainant to stop the harassment; • any suggested remedy.

The Head, HR will carry out a thorough investigation as quickly as possible, and in any event within two weeks, and if he/ she feels that there is a case to answer action will be taken against the harasser under the company's disciplinary procedure.

## 5 PERFORMANCE MANAGEMENT POLICY

The company is determined to ensure and maintain an equitable, sustainable and objective performance management system within the industry. Performance for reward management will form the core of the company's compensation and promotion Policy. The objectives are:

- To position the company as an employer of choice
- To encourage high performance at all cadres within the company
- To attract strong industry players to the company
- To equally motivate all employees but differentially reward them based on commitment, performance, creativity, proactivity and customer-centric capabilities.

### 5.1 Appraisal system

The company established and maintains 2 appraisal systems.

1. The SLA (Service Level Agreement), which staff is rated monthly.
2. The bi-annual appraisal, which comprises the quantitative (which SLA represents 75% weight) and the qualitative which is 25% weight. Appraisal is done twice a year (every 6 months).

### 5.2 Appraisal procedure

1. Staff SLA appraisal is done monthly between the staff and the appraiser.
  2. Staff bi-annual appraisal is done twice in a year
    - At the end of every six months, HR distributes appraisal form to HODs for appraisal of their staff.
    - After appraisal by HODs, the completed appraisal forms are forwarded to HR/Admin Department who collates and summarize the appraisal results.
    - The collated appraisal summary and recommendation is sent to the CEO for action.
    - CEO's comment /approval is forwarded to HR/Admin for necessary action.
- This process will be automated in due course.

### 5.3 Promotion

Promotion is based on performance and vacancies and not time spent in the company.

However, this will be guided by the Company's Career Progression Table, performance appraisal results, career development initiatives and employee's disciplinary history.

Promotion to higher grades or positions is based on meritocracy and exceptional performance will be rewarded at all times. For a staff to be qualified for promotion, his/her employment must have been confirmed.

With exceptional performance, Staff with O'level and OND certificates can rise to the level of Senior Manager.

## PROMOTION POLICY

Below is the promotion policy to guide all staff promotions:

S / N	RANGE	DESCRIPTION	RATING	REWARD SYSTEM
1	75% AND ABOVE	OUTSTANDING	A	Promotion by 1 step with two (2) consecutive qualifying appraisals.
2	60 – 74%	GOOD	B	Given the next 12 months (2 appraisals as grace period to improve on performance

### **Note:**

All staff promotions are at Management's discretion.

## 5.4 Appraisal Form

### **SECTION 1**

Name of Staff:

Staff number:

Date of employment:

Date of Confirmation:

Date of last promotion:

Years of service:

Department:

Location:

Date:

Designation and Position:

1<sup>st</sup> half year assessment

2<sup>nd</sup> half year assessment

April - September

October – March

## SECTION 2

Overall Annual Performance Rating guideline			
Ratings	Metrics		
9-10	Exceptional Performance during appraisal period; performance was consistently superior and significantly exceeded expectations for the position.		
7-8	Highly Effective Performance during appraisal period; frequently exceeded expectations for the position.		
5-6	Proficient/Successful Performance during appraisal period; met expectations for the position.		
3-4	Inconsistent Performance during appraisal period; met some, but not all expectations for the position. Performance improvement process should be initiated.		
1-2	Unsatisfactory Performance during appraisal period; consistently failed to meet minimum expectations for the position. Individual lacks or did not apply knowledge, skills, or behavior expected for the position		
0	New Individual has not been in position long enough to fully demonstrate the competencies required for the position. This appraisal is provided for feedback purposes. Individual will, therefore, be formally reviewed and rated at a later agreed upon date.		
Rating Scale – 1=lowest, 10=highest			
Skills	Criteria	Self-Appraisal of Performance	Supervisor's Appraisal
Communications:	Expresses ideas and thoughts well, verbally.	10	
	Expresses ideas and thoughts well in written form	10	
	Exhibits good listening and comprehension	10	

	Ability to hold meetings and lead discussions	10	
	Keeps others adequately informed	10	
	Selects and uses appropriate communication methods	10	
<b>Initiative:</b>	Volunteers readily	10	
	Undertakes self-development activities	10	
	Seeks increased responsibilities	10	
	Ideation (new creation/ideas). <i>Please indicate.</i>	10	
	Takes independent actions and calculated risks	10	
	Looks for and takes advantage of opportunities	10	
	Asks for help when needed	10	
<b>Planning &amp; Adaptability:</b>	Uses time effectively	10	
	Works in an organized manner	10	
	Accepts instruction and/or constructive feedback	10	
	Changes approach or method to best fit the situation	10	
	Works well in group problem solving situations	10	
<b>Cooperation/Colllegiality:</b>	Establishes and maintains effective relations	10	
	Exhibits tact and consideration	10	
	Displays positive outlook and pleasant manner	10	
	Appearance & Carriage	10	
	Helps and support to co-workers	10	
	Works cooperatively in group situations	10	
	Works actively to resolve conflicts	10	
<b>Dependability:</b>	Responds to requests for <b>SERVICE</b> and assistance	10	

	Follows instructions, responds to management direction	10	
	Takes responsibility for own actions	10	
	Keeps commitments	10	
<b>Organization Support:</b>	Follows policies and procedures	10	
	Completes administrative tasks correctly and on time	10	
	Supports organization's goals and values	10	
	Benefits organization through outside activities	10	
	Supports and respects diversity and equal opportunities to all	10	
<b>Continuous Performance Development:</b>	Attended the minimum required number of scheduled training for the period. <i>(To be rated over 60 marks)</i>	60	
<b>TOTAL QUALITATIVE SCORE:</b>			
<b>SLA Scores</b>	<b>Half year (6months average SLA scores)</b>		

**Total Score = [(Total Qualitative score) \*25/400] + [(6 months Average SLA score) \*7.5/10]**

**NB:**

- Ø *Each criterion is rated over 10.*
- Ø *There are 35 criteria in all, hence, the maximum obtainable Total Qualitative Score is 400.*
- Ø *SLA score has 75% weight assigned while other qualitative scores have 25%.*

**Promotion Indicators**

S/N	RANGE	DESCRIPTION	RATING	REWARD SYSTEM
-----	-------	-------------	--------	---------------

1	75% AND ABOVE	OUTSTANDING	A	Promotion by 1 step
2	60 – 74%	GOOD	B	Given the next 12 months (2 appraisal) grace period to improve on performance
3	59% AND BELOW	UNSATISFACTORY	C	Recommended for exit.

### **Section 2b: Continuous Performance Development Activity**

Provide the list of trainings you undertook for self-development, either to address the weaknesses

noticed at the last appraisal or to prepare for future endeavor.

#### **Note:**

One hour of training is equivalent to 1unit of CPD. You need a minimum of 12units

(at the very least, 8units must be verifiable i.e. training organized by either your department or L&D)

<b>S / N</b>	<b>Training/Learning Activity</b>	<b>Duration (Hrs)</b>	<b>Facilitated by</b>	<b>Date of Activity</b>	<b>Verifiable, Yes/No?</b>	<b>Why did you choose this activity and why is it relevant to you?</b>	<b>What did you learn and how did/ will you apply it?</b>

--	--	--	--	--	--	--	--

## **Section 2c: SELF-SWOT ANALYSIS**

KEY RESULT AREAS:

STRENGTHS: (Please be elaborate)

.....

WEAKNESSES: (Please be elaborate)

.....

RECOMMENDATIONS: (By Appraiser)



.....

.....

NAME OF APPRAISER

.....

Signature of appraiser & date

### **Section 3: SELF – PERFORMANCE EVALUATION**

<b><u>Additional Performance Factors Related to this Position</u></b>
<b><u>Position Summary:</u></b> Provide a summary of your responsibilities during this period, including significant projects. If your position description is up to date, it can be attached and used as a reference.
<b><u>Performance Appraisal:</u></b> Discuss and evaluate your performance. Base your appraisal upon the position summary, adjusted responsibilities/additional comments and your performance standards.
1. Accomplishment of key responsibilities:
2. Achievement of the goals established during the past year:
3. Identify areas of exceptional performance on your part that should be particularly noted. Provide specific examples.
4. Identify areas of your performance needing more attention or improvement. Provide specific examples.

### **Section 4: Declaration by the Appraisee**

I hereby declare that my Supervisor (Appraiser) has discussed the contents of the Appraisal from

with me and I am (I am not) in agreement with his/her ratings and comments. Please state reasons

why you are not in agreement where this applies.

.....

Name, Signature of Appraise & date

.....

Name, Signature of Appraiser & date

**Section 5: HUMAN RESOURCES APPRAISAL:**

Attendance record: Poor ( ) Fair ( ), Good ( ), Excellent ( )

No of times absent in the review period:

No of warnings in the review period:

No of Queries in the review period:

Recommended Training: NO ( ), YES ( )

Recommended for Confirmation: NO ( ), YES ( )

**Reasons:** .....

Recommended for promotion: NO ( ), YES ( )

Recommended to be moved to another department: NO ( ), YES ( )

**Justification:**

.....

.....

Name

.....

signature and date

**Section 6: To be completed by the CEO or the next level officer**

Purpose of Appraisal:

Approvals granted:

Warning:

Comments:

Name .....

Signature ..... Date .....

There could be discretionary approval for exceptional performance OR for staff who have over achieved.

**5.5 Service Level Agreement (SLA)**

Stages	Owner	Action	Deadline
0	HR	SLA preparation reminder to all staff stating that all SLA's should be sent in to HR by the 10 <sup>th</sup> day of Month.	1 <sup>st</sup> week of the 2 <sup>nd</sup> month
1	Finance	Publishing of previous month's report used for SLA computation (achievement & profitability by entity) to all staff by finance	10 <sup>th</sup> day of the 2 <sup>nd</sup> month.
		Publishing of previous month's Trading Profit or Loss account to Entity heads by Finance.	
	HODs	Submission of SLA scores by HODs to HR with Head of Operations/ Trainee Manager in CC	19 <sup>th</sup> day of the 2 <sup>nd</sup> month.

	SLA Champion	Publishing of the computed SLA scores to all Entity Heads/HOD's	21 <sup>st</sup> day of the 2 <sup>nd</sup> month
2	SLA Champion	Publishing of the computed SLA scores to Operations	24 <sup>th</sup> day of the 2 <sup>nd</sup> month
	MIS	Submission of the debt profile of the BU's and Entities by MIS to Operations with Audit in CC.	1 <sup>st</sup> week of the 3 <sup>rd</sup> month
	Operations	Computation and submission of the SLA payment qualifications to Audit.	7 <sup>th</sup> day of the 3 <sup>rd</sup> month.
	Operations	Publishing of names of the deserving staff members to all entity Head/HOD's.	12 <sup>th</sup> day of the 3 <sup>rd</sup> month
3	Audit	Submission of SLA of cE for approval	15 <sup>th</sup> day of the 3 <sup>rd</sup> month
	cE	Approval	22 <sup>nd</sup> day of the 3 <sup>rd</sup> month
	Finance	Payout of SLA	

## 5.6 Career progression

Career progression will be determined through a number of factors, such as, performance appraisals, the company's career development initiatives, employee goals and aspirations, etc.

- To move from the MAX position on the Assistant band to the next level Officer band, a staff will require two (2) consecutive qualifying appraisals but no interview.
- Whereas to move to the next level from the MAX Officer, Executive, Asst. Manager, Deputy Manager and Manager positions, a staff requires two (2) consecutive qualifying appraisals in addition to an interview.
- Once a staff gets to the position of a Manager, Snr. Manager, AGM and GM for he/she to move from the MAX band to the next cadre the staff must have four (4) consecutive qualifying appraisals in addition to an interview.

- However, movement from one position to the next position within the bands up until ED would only require two (2) consecutive qualifying appraisals.
- Anything beyond an Executive Director position, is by board appointment.

## **6 LEARNING AND DEVELOPMENT & SUCCESSION PLANNING POLICY**

The company is focused on establishing value-added training programmes for all staff to ensure a proper fit between the job and its holder. In addition, it is also determined to put in place career development initiatives to ensure a realization of employee goals and expectations as organizational requirements are met.

This process ensures that the right people with the requisite qualities are nurtured and moved up in the organization to eventually fill up management positions that become vacant during their career progress by a deliberate strategy that enables the best and the most loyal employees to emerge and fill such positions.

### **6.1. Staff training programmes**

The company is committed to help staff develop to their full potential and adding value to the organization by providing training programs as follows;

- On-the-job training
- Internal courses

The company will provide training in appropriate cases for its employees to enhance their competence in the performance of their duties and to prepare them for advancement and future responsibilities.

It is the company's policy to encourage all employees to improve their professional skills in order to perform their duties with greater efficiency. In pursuance of this aim, the company may reimburse employees' examination fees for professional qualifications obtained. This is however at the discretion of the management and in line with the approved process for professional qualifications.

It must be emphasized that this benefit applies only to professional courses, which will enhance the employee's usefulness to the company and does not extend to courses which are directly irrelevant to the company's business.

The training of staff may include overseas training and attachment with other relevant companies abroad to complement the local training when the need

arises. Emphasis will also be placed on developing leadership skills, especially for Management Staff.

Nomination for such training shall be based on the identified immediate, short-term, medium-term and long-term training needs and manpower requirement of the company.

Apart from training in core technical areas such as IT and Engineering, there is also training in team-building, communication, service excellence, total quality management, relationship/marketing management, supply chain management, etc, to enable the company maintain quality skills which will enhance expansion of the market share, and maintain high levels of competitiveness amongst its peers in its operational standards.

The company will ensure that the services of highly qualified and reputable Human Resources Management Training and Consultancy organizations are engaged.

## **6.2 IDENTIFICATION OF TRAINING NEEDS**

The Learning and Development Unit in conjunction with HR and various supervisors, shall be responsible for the

- Identification and analysis of the training needs of all employees;
- Definition of training objectives expressed in terms of measurable goals, changes expected in corporate, functional, departmental or individual behaviour and performance;
- Preparation of training programs including budget/ cost, benefits, facilities, choice of training methods and facilitators;
- Maintenance of training records;
- Measurement and analysis of results requiring the validation of the achievement of each training program against its objectives and evaluation of the effects of the whole training scheme on overall company and departmental/ group performance;
- Feedback of the results of validations and evaluations for the review, updating and improvement of training programs, plans and techniques. • Every employee shall be subject to the limits of the budget provision.

## **6.3 PROCEDURE FOR IMPLEMENTATION OF TRAINING POLICIES**

### **A. IN-HOUSE**

1. Learning and Development Unit/HR keeps track of courses attended by employees and likewise their career progression and movements.
2. All nominations are agreed with line Managers. and finally, by Management.
3. L & D unit sends the list of selected facilitators and consultants who are usually renowned training consultants to management for approval. 4. L&D unit writes the facilitators/consultants confirming the course, date, time, venue and the topic(s) assigned to each facilitator, and equally agree the professional fee payable. Management should approve fees agreed with consultants before such fees could be paid.
5. In-house speakers who are made up of knowledgeable and experienced employees are assigned topics in their job areas for delivery during in-house courses.
6. Feedback on content and delivery of the course is provided by attendees which in return is given to the facilitator.

#### B. EXTERNAL COURSES/ SEMINARS

Employees of the Company may be sent on local and offshore courses, workshops or seminars on identical criteria as the in-house courses. At the company's request, renowned local consultants and training institutions may be engaged to run packaged courses that should meet the company's identified training needs and which they would run at an agreed fee. Here, the Company would be responsible for the venue, audio-visual aids and related facilities while the consultants provide the facilitators and course materials. Other terms - feeding, accommodation, etc. - for the smooth running of the courses could be agreed upon.

#### C. COURSE APPRAISAL

L & D unit writes comprehensive course reports highlighting the strengths and weaknesses of each program, the performance of participants, speakers and general administration of the course with a view to reviewing, updating, maintaining and improving the contents and relevance of the course, providing future training for the employees, guiding their career path, and reviewing the overall training objective.

### **Training Budget**

In order to ensure that the current and long-term training needs of the company are met, the company will make budgetary provisions for training and development.

#### **6.4 Career planning & development**

§ The company will provide various career development initiatives to ensure every staff has the opportunity to contribute on the job.

§ Career is a shared responsibility between the company and its employees. Staff are therefore responsible for defining their own personal goals, assessing their skills and talents, and putting forth the required effort necessary to fully develop current skills and learn new ones.

§ The company on its part is responsible for providing feedback on staff performance, defining skills and competency requirement for different jobs, determining areas of improvement. In addition, provide interventions to address need areas and provide career guidance.

§ The company also provides as part of its package the opportunity for staff to subscribe to the membership of professional bodies.

#### **6.5 Mentoring & counseling**

Mentoring and counseling have been recognized by the company as major initiatives to be employed towards achieving career growth amongst employees. This will also help in determining candidates with the critical skills and aptitudes to occupy management positions in succession planning.

#### **6.6 Succession Planning**

The company has a deliberate strategy to identify, nurture and position skilled and talented employees into key management positions as older employees either retire or resign.

- This involves the planning of staff succession for years ahead so as to guarantee that there will always be someone to fill vacant positions irrespective of retirement/resignation by staff. HR is to co-ordinate this through performance management, as well as periodic training and development in order to achieve this objective.
- Supervisors in conjunction with HR shall identify training needs of staff.
- Staff should be encouraged and trained at least once every financial year to build up a training culture and also achieve the training objectives of TD.

#### **6.7 Self development**

The company is a learning organisation committed to providing the necessary environment and support towards progressive self-development.

## **7 Idea Bank**

TD provides a platform that encourages staff to share ideas. This platform is called The Idea Bank and is a rich repository of ideas from an increasing number of



staff members. Thoughts and ideas are shared with the leadership of TD without fear of being shut out.

These thoughts and ideas are looked at, analysed and either adopted or deferred within two days of depositing the idea.

## **8 COMPENSATION POLICY**

The company is determined to ensure and maintain an equitable, sustainable and competitive pay structure within the industry. Performance based salary regime will form the core of the company's Compensation Policy.

Industry standard package will be approved and paid in an agreed split of fixed/varied basis.

### **8.1 *Salary administration***

Each job is assigned a grade, which bears a direct relationship to its level of responsibility in the company and each grade in turn has a salary attached to it.

### **8.2 *Basic salary***

Every staff in the company is paid a basic salary within the minimum and maximum job value for his position.

### **8.3 *Allowances***

Every staff in the company is entitled to allowances as is be spelt out by Management.

### **8.4 *Statutory deductions***

Salaries are subject to statutory deductions such as tax, pension contributions, etc.

### **8.5 *Pension***

In line with statutory requirements, all staff are entitled to 18% Pension contribution from both their employer (10%) and themselves (8%) at the end of their employment.

Percentage contributions for this are calculated on the basic salary and made on a monthly basis.

### **8.6 *Service Level Agreement (SLA)***

Staff shall be entitled to the profit-sharing policy of the Company, whereby the Company pays out to the staff a percentage of the net profit of the Company at the end of the financial year as may be approved by the Board of Directors based on set performance level for the Company and your performance on set target/attainment of your set KPIs.

NOTE:

Exited and Dismissed staff do not get any accrued SLA commission.

## **9 MEDICAL & BENEFITS POLICY**

All staff are entitled to the following:

§ Medical benefits – medical allowance due to staff as part of benefits for the treatment of self and immediate relations i.e. spouse and maximum of four children. This will be extended in the form of a health insurance policy and will not be cashable.

§ Disability benefits – if disability occurs as a result of injuries sustained in the workplace while at work, the company has a Group Personal Accident Insurance Scheme and NSITF in place.

### **9.1 DEATH OF EMPLOYEE**

The following shall apply in the death of an employee of the company:

- 1) Condolence letter duly signed by the CEO/CMD shall be written to the family.
- 2) Any other assistance as will be determined by Management may be given.
- 3) Any benefits accruing from all staff entitlements shall be paid to the next-of-kin documented with the company.

### **9.2 GROUP LIFE ASSURANCE**

The basic cover is to provide compensation in case of death arising in the course of the company's business. The premium shall be borne solely by the company.

## **10. STAFF LOAN SCHEME: TYPES AND CONDITIONS FOR LOAN**

- a) Only Vehicle Loans can be guaranteed by the company for its staff
- b) TD through her group chairman can extend discretionary car loans to some staff due to their work schedule.

### **10.1 Vehicle Loan**

The company may guarantee Vehicle Loan for confirmed employees on Intermediate/Senior Management and above positions only, to enable such employees purchase vehicles. Such loans will be obtained and repaid as agreed with the bank. The guarantee will only be to the extent of domiciling the staff monthly salaries to the bank as long as staff is in employment with the company.

### **10.2 Official Cars**

Only MD's & ED's will be given official cars. These cars remain the property of TD. All staff with official cars will have to forfeit their transport allowance.

However, the group Chairman reserves the right to give discretionary approval for an official vehicle to a staff on any other cadre.

## **11. CLUB MEMBERSHIP SUBSCRIPTION**

The company may sponsor the membership to one club for staff on Executive Management levels or as will be determined from time to time.

## **12. DISENGAGEMENT POLICY**

### **12.1 Notice period**

All confirmed staff must serve the required minimum notice period as stipulated in their contract of employment (e.g., one month or as otherwise specified).

The notice period must be physically served and worked unless the company agrees otherwise in writing.

### **12.2 Leave During Notice Period**

Employees are not permitted to offset their notice period with accrued leave. Leave applications during the notice period will only be considered for exceptional circumstances and must be pre-approved by HR and the line manager.

### **12.3 Proper Handover**

Every resigning employee must complete a formal handover process, including:

- Documentation of ongoing projects, tasks, and responsibilities.
- Transfer of access rights, tools, and company property.
- Briefing the line manager or designated colleague.

Failure to complete handover will be treated as gross misconduct, resulting in termination without benefits or reference.

### **12.4 Forfeiture of Benefits**

Any employee who resigns and absconds or fails to serve their notice and complete handover will:

Forfeit any accrued leave allowance.

Risk loss of terminal benefits.

Be issued with a “non-compliance” record in HR files, which may affect references.

### **12.5 Management Discretion**

In exceptional cases, management may permit immediate release on payment of salary in lieu of notice, provided proper handover is done.

This will be handled on a case-by-case basis at the discretion of the CEO/HR.

### **12.6 Resignation**

Notice of resignation must be communicated in writing and routed through the Head of Department to Human Resources.

- a) It should be fully understood and recognized that the company or the employee may terminate the employment without assigning any reasons whatsoever.
- b) If at the company's discretion, the employee is not required to work out his notice, he will be paid the appropriate amount of his/her pay in lieu of notice and be asked to leave immediately.
- c) All staff leaving the company's employment must hand over any company property they hold and settle all debts before their final entitlement are paid and resignation accepted.

### **12.7 Termination**

The company reserves the right to terminate the employment of any staff after due process has been followed and Executive Management's approval obtained.

### **12.8 Dismissal**

Dismissal is usually after gross misconduct has been established. A staff so dismissed is not entitled to any terminal benefits.

#### **12.9 Retirement**

The company's official retirement age is 60 – 65 years. This will be at the discretion of Management.

#### **12.10 Invalidation of appointment**

Invalidation can be as a result of prolonged ill-health. Employee involved will be entitled to terminal benefits.

In the event of an employee being unable to perform his duties due to serious medical reasons, which are not caused by injuries resulting from and in the cause of his employment, with TD; the company will at its expense have the employee medically examined by a competent Doctor or Specialist. If as a result of the examination it is evident that the employee will not be able to recommence his duties, the company may at its discretion discharge the employee.

#### **12.11 Re-engagement**

Former employees who resigned in good standing can be re-absorbed in exceptional circumstances to be determined on its own merit by the Executive Management.

## **13 REDUNDANCY POLICY**

The aim of this policy is to clarify what procedures will be followed in the event of redundancies becoming unavoidable in the company. Every effort will be made to ensure that redundancies will be avoided, but we have to accept that there could be circumstances beyond the company's control, which could result in a reduced demand for employee services.

#### ***Avoidance of redundancies***

In the event of a reduction in demand serious enough to require a commensurate reduction in working hours, the first step will be to consider organizational ways of adjusting to the reduction. This will include:

- reducing costs where possible;
- cutting back on overtime;
- reducing the number of short-term contract staff, if any;
- bringing work in-house, rather than using contractors, where this is possible;
- redesigning jobs and reorganizing work;

- asking for volunteers who would work part-time or job-share.

### ***Selection of staff for redundancy***

If unable to achieve the required savings by reorganizing, then the company will ask volunteers for redundancy. However, the company reserves the right to refuse a voluntary redundancy if it is not in the company's interest to do so.

### ***Consultation***

In the event of compulsory redundancies being unavoidable the company will consult employee representatives about:

- redundancies proposed;
- reasons for the proposals;
- number and descriptions of employees who it proposes to make redundant;
- total number of employees of that type employed in the company; proposed method of selecting the employees for redundancy; how the redundancies will be carried out.

The consultation will be carried out for the purpose of considering ways of:

- avoiding the dismissals;
- reducing the number of employees to be dismissed; and mitigating the consequences of the dismissals.

The criteria for the selection of staff to be made redundant will be fair and objective. Any employee selected for redundancy will be notified in writing, following individual consultation.

### ***Notice period***

The employee's contractual or statutory period of notice, whichever is the greater, will apply.

### ***Redundancy pay***

Redundancy pay as determined by Management, and calculated in accordance with the relevant statutory provisions, will be paid to any staff declared redundant.

### ***Time off to seek alternative employment***

Any employee made redundant will be considered for other suitable jobs in the company. If no such jobs are available, appropriate time off will be given to the staff to look for alternative employment.

## **14 SEVERANCE POLICY**

In the event that severance becomes a necessary means to disengage employees, who have been in consistent employment for a minimum period of 5 years, then the statutory provisions on pension contributions payment will apply.

## **15 COMMUNICATION POLICY**

The company is committed towards maintaining an enabling work environment, which would ensure a top-down, bottom-up free flow of information in an atmosphere of openness and trust.

### **15.1 Communication channels**

- § Notice boards
- § Intranet/Internet
- § Meetings
- § Line management
- § Announcements
- § Telephone

### **15.2 Suggestion system**

Management will be open to constructive suggestions that will progress the company through;

- § Contributions at strategy sessions and meetings Upwards communication to your supervisor.
- § And by the use of the suggestion boxes provided

## **TELEPHONE COMMUNICATION**

Staff members must realize that telephone is an essential part of our business and a prime link to our customers and one another and therefore should not be taken for granted. Employees must observe the fundamentals of telephoning, answering the phone with full name and department and ensure that calls are managed and planned.

Courtesy and efficiency are all- important since good telephone techniques increase productivity, promote communication within the organization and helps build better customer relationship.

### **15.3 COMMUNICATION WITH THE MEDIA**

1. No staff, in spite of the grade or category, shall make any statement to the public or to the press or grant interview on any matter/issue touching on any of our companies, whether to the print or electronic media or whatever medium, without the prior written authorization of the GMD.
2. No staff, in spite of the grade or category, shall solicit for or accept awards or attend award ceremonies within the ICT industry or related field, organised by any entity, be it persons, government bodies, or private companies, or any third-party whatsoever, without the prior written authorisation of the GMD.
3. Application for the GMD's authorisation shall be in writing and routed through the Head of the Group Media Dept, who shall transmit such application to the GMD in writing.

Note that an infringement of any of the above directives shall be deemed as a sabotage (gross misconduct) against the companies in the Group, and the sanction shall be summary dismissal.

## **MEETINGS ON COMPANY PREMISES**

No private meeting shall be held on the company's premises unless with the express permission of Management.

## **16 HEALTH & SAFETY POLICY**

The company will at all times ensure a safe and hazard-free work environment, whilst ensuring prompt relief in the event of a disaster.

§ The company is committed to ensuring safety in case of fire through the provision of fire extinguishers strategically located, marked emergency exits and periodic fire training for all staff.

§ Staff have the responsibility to take care to ensure the health, safety and welfare of themselves, their colleagues and any visitors in the office

### **Fire & Bomb Alerts –**

Instructions for what to do in the event of a fire alarm or bomb alert and the instructions for evacuating the building are displayed at strategic points in the buildings. Employees should make sure they read and understand these instructions and know the location of all emergency exits.

In the event of an alarm, staff should leave the building immediately without attempting to retrieve papers, files, personal belongings, etc.



Drills will be carried out on a periodic basis to ensure a sense of alertness at all times.

### **Security –**

Security measures will be taken at all times to ensure the safety of lives and property. Employees must at all times wear their ID Cards prominently during work hours and where necessary, depending on the function, their security passes.

In the interest of security, the company reserves the right to search both staff and visitors' baggage on entering or leaving the premises.

### **First Aid -**

All company offices will be provided with First Aid kits to deal with minor accidents.

Any accident or injury on the company premises must be reported to the line manager immediately, so that the matter can be properly investigated, recorded, and if appropriate, reported to the proper authorities.

### **Risk Assessment –**

The company will carry out regular risk assessment relating to the work environment and the equipment employed to do the work. This is to ensure that these pose no health hazards.

Any concern that employees may have in this respect should be reported to the line manager.

## **17**

## **GRIEVANCE POLICY**

The company realizes that there will be occasions when employees wish to raise issues or complaints about the company or other employees. While some might be resolved informally, others might need to be resolved through more formal procedures. The company therefore commits to utmost transparency in the resolution of grievance issues, while maintaining a total respect for the individual.

This procedure will apply to all employees but does not confer any contractual rights. Any employee pursuing a grievance should continue to work normally while the grievance is being investigated.

If the grievance relates to disciplinary action it should be raised under the company's disciplinary procedure. Where a grievance is

against an immediate supervisor or line manager, the matter should be dealt with under the company's grievance procedure.

In any collective dispute or grievances, a spokesperson should be appointed to represent the company.

## **18 DISCIPLINARY POLICY**

The company recognizes that it is essential to maintain high standards of performance and behaviour. TD is committed to ensuring due process for all staff in resolving all matters of misconduct. The procedure seeks to ensure fair treatment for anyone whose performance or conduct falls below those standards.

It is the intention of the company that wherever possible, shortcomings will be dealt with informally by the line manager and Human Resources will provide any assistance, advice or training required to achieve the necessary improvement.

Except in more serious cases, the formal procedure will normally be activated once the informal process has failed to achieve the desired result.

Any complaint will be thoroughly investigated under this procedure before any action is taken. The employee will be notified of the nature of such complaint and will be given the opportunity to respond. In addition, the employee will be formally informed of the stages of the procedure and the possible consequences, including the right to appeal.

If dismissal or other disciplinary action short of dismissal is contemplated, the staff will be notified in writing of the basis for this.

It follows therefore, that devotion to duty by all staff shall be total while in employment. Every staff shall in respect obey and observe the instructions of the company. There shall be no conflict of interests as improper conducts by all employees will be sanctioned.

### **Prohibitions**

The following offences (among others) whilst on duty are deemed to represent serious misconduct, and may attract summary dismissal;

- Fighting
- Gambling
- Drunkenness
- Drug Abuse
- Harmful/ Violent actions against colleague
- Smoking in unauthorized areas
- Engaging in private business with conflicting interests
- Business diversion to competitors or self
- Theft/Fraud

## **19. E-MAIL & INTERNET POLICY**

### **19.1 Purpose**

This Email Use Policy is designed to protect and prevent tarnishing the public image of TD. When email goes out from TD the general public will tend to view that message as an official policy statement from the TD.

### **19.2 Scope**

This policy covers appropriate use of any email sent from a TD email address and applies to all employees, vendors, and agents operating on behalf of TD.

### **19.3 Policy**

#### **a. Prohibited Use.**

The TD email system shall not to be used for the creation or distribution of any disruptive or offensive messages, including offensive comments about race, gender, hair color, disabilities, age, sexual orientation, pornography, religious beliefs and practice, political beliefs, or national origin. Employees who receive any emails with this content from any TD employee should report the matter to their supervisor immediately.

#### **b. Personal Use.**

Using a reasonable amount of TD resources for personal emails is acceptable, but non- work-related email shall be saved in a separate folder from work related email. Sending chain letters or joke emails from a TD email account is prohibited. Virus or other malware warnings and mass mailings from TD shall is prohibited, except when approved by TD Head of Tech Infrastructure. These restrictions also apply to the forwarding of mail received by a TD employee.

#### **c. Monitoring**

TD employees shall have no expectation of privacy in anything they store, send or receive on the company's email system. TD may monitor messages without prior notice. TD is not obliged to monitor email messages.

TD reserves the right to regularly audit networks and systems to ensure compliance with this policy.

## **d. Enforcement**

Any employee found to have violated this policy will be subject to disciplinary action, up to and including termination of employment.

## **e. Definitions**

### **Email:**

The electronic transmission of information through a mail protocol such as SMTP or IMAP. Typical email clients include Microsoft Outlook, Mozilla Thunderbird, and web mail i.e. Gmail, Yahoo mail.

### **Forwarded email:**

Email resent from an internal network to an outside point.

### **Chain email or letter:**

Email sent to successive people. Typically, the body of the note has direction to send out multiple copies of the note and promises good luck or money if the direction is followed.

The use of e-mail and the internet are important.

## **20 DATA PROTECTION POLICY**

It is the company policy to ensure that every employee maintains the confidentiality of any personal data held by the company in whatever form.

### **20.1 Data protection principles**

The company needs to keep certain information about its employees, customers, and suppliers for financial and commercial reasons and to enable us to monitor performance, to ensure legal compliance and for health and safety purposes. To comply with the law, information must be collected and used fairly, stored safely and not disclosed to any other person unlawfully.

These principles require that personal data must be:

- obtained fairly and lawfully and shall not be processed unless certain conditions are met.;
- obtained for specified and lawful purposes and not further processed in a manner incompatible with that purpose;
- adequate, relevant and not excessive;
- accurate and up to date;
- kept for no longer than necessary;
- processed in accordance with data subjects' rights;
- protected by appropriate security;

In processing or using any personal information these principles must be followed at all times.

## **20.2 Data protection coordinator**

To ensure the implementation of this policy the company has designated the company secretary as the company's data protection coordinator. All enquiries relating to the holding of personal data should be referred to him/her in the first instance.

## **20.3 Notification of data held**

You are entitled to know: what personal information the company holds about you and the purpose for which it is used; how to gain access to it; how it is kept up to date.

## **20.4 Individual responsibility**

As an employee you are responsible for:

- checking that any information that you provide in connection with your employment is accurate and up to date;
- notifying the company of any changes to information you have provided, for example changes of address within 3 months of change.
- ensuring that you are familiar with and follow the data protection policy.

Any breach of the data protection policy, either deliberate or through negligence, may lead to disciplinary action being taken and could in some cases result in a criminal prosecution.

## **20.5 Data security**

The employee is responsible for ensuring that:

- any personal data that is held, whether in electronic or paper format, is kept securely;

- personal information is not disclosed either verbally or in writing, accidentally or otherwise, to any unauthorized third party;
- items which are marked 'personal' or 'private and confidential', or which appear to be of a personal nature, are opened by the addressee only.

You should not use your office address for matters that are not work related.

## 20.6 PRIVACY RIGHTS POLICY

WHEREAS the right to privacy is a fundamental right enshrined in the **Nigeria Constitution 1999** which, by virtue of Section 37 thereof, protects the rights of citizens to their privacy and the privacy of their homes, correspondence, telephone conversations and telegraphic communications. This right is further reinforced by the **Nigerian Data Protection Regulations 2019** made by the National Information and Technology Development Agency (NITDA). In addition, most states in Nigeria also have laws protecting privacy rights and making their invasion a crime. Data privacy and protection are thus extensions of a citizen's constitutional right to privacy, and their breach could attract both criminal and civil (legal) consequences.

### IN CONSEQUENCE WHEREOF:

Our company recognizes the right of every staff, customer, and partner to their privacy. This includes, but not limited, to personal information and details, photographs, graphics, correspondences, signature, voicemails, whether stored as hardcopies or softcopies, in physical or virtual forms, papers, electronic devices, computers including laptops, tablets, mobile telephones, and/or any other form of storage whether temporary or permanent, and whether retrievable or not ("**Private Data**").

Our company's position is that any employee who accesses or collects for himself/herself or for any other person or entity for any purpose whatsoever, the Private Data of another staff, customer or partner without the **written consent** of the staff, customer or partner

shall be deemed to have committed a gross misconduct attracting summary dismissal, in addition to other civil and criminal proceedings that may be found appropriate in the circumstance by the company or by the staff, customer or partner whose privacy right is violated.

Our company shall disclaim and hereby disclaims any act of any employee that violates the privacy rights of another staff, customer or partner.

Furthermore, our company shall, either on its own course or jointly with the staff, customer, or partner whose privacy is violated, prosecute the offender employee in full application of the applicable laws to the last mile.

The above is without prejudice to the right of our company to access, collect and use the Private Data of any employee, customer or partner obtained in the normal course of employment or business or as may be required by law or following a request by any government agency or an order of court whether in Nigeria or anywhere.

## **ACKNOWLEDGEMENT**

I..... hereby  
acknowledge receipt of the TD Africa Distributions Limited Employee  
Handbook.

I further understand that I am required to read and understand the policies  
and guidelines presented in this handbook. I also understand that any further  
clarifications required concerning the content of this handbook will be  
provided by the Human Resources Department and that it is my responsibility  
to seek for such clarifications when needed.

I also understand that neither the contents of this handbook nor any  
provision of this handbook is a contract or an implied contract with  
employees.

I agree to be bound by the rules and conditions contained therein.

Name.....

Signature.....

Date.....

**NOTE:** Please complete this page as soon as possible, detach the page and  
send to the Human Resources Department.