



ESTUARY BUSINESS SOLUTIONS(EBS) LTD

OPERATIONAL POLICY

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ABOUT ESTUARY BUSINESS SOLUTIONS LIMITED

Our Vision

To become the first-choice provider of invaluable business expertise and solutions that transcend any environment, both local and global, thereby helping businesses reach their full potential.

Our Mission

To work with the best pool of resources in providing unique solutions tailored to meet and surpass client's needs.

Our Philosophy

As a responsible organization, we strive to satisfy our clients/partners and exceed their expectations without succumbing to any form of impediments. Our believe is in getting the job done first of all by deploying all our human and material resources. We are a customer-centric organization that puts the interest of our clients/partners ahead of ours which has availed us the opportunity of being in a strategic pole position in the industry and ranked among the best. A testament to this is the numerous awards that we have been given by prestigious bodies/associations.

However, we intentionally and continuously look for ways to improve our service deliveries to our clients/partners who trust us to always deliver on our promises on every project given to us.

Our Core Values

Integrity: We ensure promises made to clients/partners are fulfilled. On the other hand, we also as an organization ensures that we do all that we promise our staff members. We keep to our words and agreement at all times.

Trust: Because we have proven ourselves as an organization that can be trusted at all times, we have had the opportunity of handling different projects for the Nigerian government and other private multinational companies.

Respect: At EBS we create an atmosphere that engenders mutual respect among staff members such that no one is disrespected based on the fact that they are junior officers. We accord our clients/partners the needed respect due to them at every point in time.

To this end, employees are advised to maintain professionalism in their conduct both to internal, external clients/customers and colleagues.

EBS MODEL

Cost: We deliver services of a lower overall operating cost while ensuring excellence.

Customer Service: Clear structure that assigns to the business and provides support that meet agree service levels with timely communication resolution and follow up on issues.

Innovation: bringing forward new services and capabilities to improve cost, performance and speed while mating new customer solution.

Quality: High levels of availability, performance and security driven by common management processes/ best processes and reported using agreed metrics.

Speed: Service provided more promptly where order-to-operation is measured in days not weeks.

OBJECTIVES OF THE OPERATIONAL POLICY

- To have an explicit and well documented set of policies outlining the Human Resources Management of the organization.
- To provide employees with information on organizational policies and expectations.
- To ensure uniformity in policy interpretation across all levels
- To provide staff members with information on what are the Company's obligations and responsibilities to all employees

ESTUARY BUSINESS SOLUTIONS LTD DUTIES AND RESPONSIBILITIES TO EMPLOYEES

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

- ✓ Create a conducive and enabling work environment for all staff members to develop their abilities to the maximum and pay careful attention to their work and progress.
- ✓ Encourage loyal and efficient service by providing suitable security and conditions of work to all Employees.
- ✓ Make available all work tools needed to ensure maximum productivity and improve performance of all staff members.
- ✓ Maintain consistent and equitable standards in the treatment of employees
- ✓ Adopt fair employment practices
- ✓ Provide reasonable medical services to ensure the wellbeing of all employees.
- ✓ Comply with the labour laws of the Federation as minimum standards in Human Resources Management matters
- ✓ Offer pay and benefits that are fair and competitive and in line with the company's capabilities
- ✓ Provide an environment that identifies, encourages and rewards excellence, innovation and consistency in all deliverables including customer engagement.
- ✓ Provide good physical working conditions in an attractive, safe and efficient environment.
- ✓ Reward employees for honesty, loyalty and integrity shown in line of duty.
- ✓ Maintain effective two-way communication

EMPLOYEE DUTIES AND OBLIGATION TO THE COMPANY

The company on the other hand, expects the following from its employees:

- ✓ Maintenance of neat appearance appropriate for employee's job and environment
- ✓ Maintain the core values of the organization; Integrity, Trust and Respect
- ✓ Adhere strictly to the policies of the organization
- ✓ Loyalty and dedication to the organization
- ✓ Assuming responsibility for operational efficiency working effectively within a team to achieve high performance and profitability, thereby ensuring the company's growth
- ✓ Maintain punctuality and professionalism at all times – the company expect consistent professional conducts at all times from all employees in and outside the office environment.
- ✓ Making use of all the company's machinery, equipment, materials and amenities with utmost care, consideration and in line with the purpose for which it is made available
- ✓ Avoid anything in the conduct of his personal affairs, capable of jeopardizing the interest or impacting negatively on the image of the Company, other employees and our cherished customers
- ✓ Identify strongly with the activities of ESTUARY BUSINESS SOLUTIONS LIMITED and serve the Company faithfully
- ✓ Cultivate the tenets of the ESTUARY BUSINESS SOLUTIONS LIMITED Culture
- ✓ Comply with the regulations of the Company as contained in this handbook, the confidentiality and conflict-of-interest agreement as well as the employee's contract of employment
- ✓ Maintain warm and constructive interpersonal relations with colleagues and customers
- ✓ Taking personal responsibility for the quality and quantity of work produced based on the principle of a fair day's work for each day's pay
- ✓ Proffering constructive suggestions for the improvement of work processes, efficiency and conditions of work
- ✓ Making sincere and active efforts to foster good working relationship with fellow employees and Management and also faithfully carry out instructions

OFFER AND ACCEPTANCE OF EMPLOYMENT

The Company bases appointment to positions on qualifications, suitability and merit.

- ✓ All offers of employment in the Company are signed by the Head of Employee Services and the CEO or whoever the CEO assigns to sign on his behalf.
- ✓ The prospective employee is expected to confirm in writing, his/her acceptance of the offer as clearly laid down in the letter of appointment, by signing the duplicate copy.
- ✓ Before assuming duty, each employee is expected to submit the following to the Human Resources Management Unit:
 - Full names, addresses, email and contactable telephone number(s)
 - Next of Kin details & Emergency Contact Details
 - Valid means of identification (International passport, driver's license, voter's card, national ID)
 - Verifiable Proof of Address
 - Certificates (originals and photocopies)
 - Payer IDs & RSA Number (Pension) – if existing already
 - Nuban Number for salary payment
 - Proof of current payslip from previous employment
 - 2 passport sized photographs and any other information which may be required at the employment onboarding
 - 2 duly completed verifiable work and character reference letters which should be sent directly from the referees to the email of the Head of Operations and copy the HR.
 - Duly completed and notarized guarantor form duly filled by a working professional (not family relative)

PROBATIONARY PERIOD

- Every employee of the organization, on engagement, shall undergo a probationary period of 1-3 months (depending of job role) before confirmation of such an appointment.
- Either party may terminate the contract of employment during this period as stated below;
 - On a one-month probation; termination/resignation can be done at the end of the one month.
 - Above one month probation; One (1) month notice should be given in lieu by either party.

Where such notices as stated above is not given, the forfeiture of employee's one month salary shall be withheld or repayment of the corresponding payment to the company where employee has been paid salary.

Employees are to note that, the above process requires adequate alignment with their uplines/LMs and shall be deemed successful where proper documentation and handing over of all given tasks, handover of company assets within their possession, exit interview and handover completion sign off and clearance by their Upline and office of the HR is done.

- The period of notice excludes the day on which such notice is given. An employee on probation will, in principle, not be entitled to any of the following benefits:
 - Annual Vacation
 - Loan Support
 - Salary Advance
 - Promotion
 - Bonuses and any other benefit on the company's benefit scheme
- On the expiration of an employee's probationary period, the Head of Department must carry out an appraisal of his/her performance in line with the HR and/or MD/CEO.
- This appraisal must be documented and discussed with the employee.
- Should the performance fall below the satisfactory level as stated in the employee's KPAs/KPIs, the probationary period MAY be extended by another one month or more for improvement. This is however at Management's discretion.

REFERENCES

- As a precondition for the confirmation of a new staff member's appointment, the organization may seek from his last previous employers (where applicable) a character reference.
- In addition, ESTUARY BUSINESS SOLUTIONS LIMITED will seek character testimonies from two other respectable referees given by the staff.
- Referees shall not be relative (father, mother, sister, brothers, husband, wife, cousin, nephew, niece etc).
- Should ESTUARY BUSINESS SOLUTIONS LIMITED appointment be the employee's first job, the employee shall be required to nominate two verifiable referees as well.
- Confirmation of appointment is subject to verification receipt of satisfactory references and guarantor as provided at employment onboarding.

DEPLOYMENT

- HR/ADMIN reserves the right to deploy or re-deploy any staff to any geographical location and to perform any responsibility with ample prior notice to the employee.
- Out of station re-deployment will however attract the necessary benefits.

CONFIRMATION

- On satisfactory completion of probationary period, employee's performances will be evaluated base on set KPI/As and his/her employment shall be confirmed and his/her service commencement shall be deemed effective from the date of review /appraisal.
- Due benefits and applicable taxes; payee, pension, medical, paid annual leave, training, bonuses and other benefits shall be made accessible upon confirmation
- Confirmed staff members are expected to give or receive one-month notice in event of a resignation or termination.
- One month's basic salary in lieu of notice can otherwise be paid by either party as the case maybe or forfeiture/refund of one month salary by the employee to the employer in cases where the required notice is not given.

CONFIDENTIALITY AGREEMENT

- As an employee of EBS, proprietary information may be made available to you in the course of your work and you are required to maintain the highest level of confidentiality in handling such information at your disposal.
- Any information that is made available to an employee or learnt about EBS LTD or its members or donors, as a result of working for EBS LTD that is otherwise not publicly made available, constitutes confidential information.
- Employees are not to disclose confidential information to anyone or third party who is not employed by EBS LTD or to other persons employed by EBS LTD who are not authorized to have such information to assist in rendering services unless otherwise advised by EBS.
- The disclosure, distribution, electronic transmission or copying of EBS' confidential information is prohibited. Any employee who directly or indirectly discloses EBS' confidential information will be subject to disciplinary action (including possible dismissal), criminal proceedings, possible prosecution in any court of law even if he or she does not actually benefit from the disclosure of such information.
- On assuming duty, an employee is expected to sign an agreement undertaking (NDA) to conduct him or herself professionally and protect the proprietary information acquired in the service of the organization.

- Proprietary information is any information about the organization's business strategies, systems or customers, which if disclosed to the public, could result in harm to the company's market position, brand, business objectives or reputation, business performance and integrity etc.
- The Human Resources Management Unit will administer the agreement at employment onboarding. Any breach thereof will be viewed as serious misconduct and will be treated in the line with the EBS disciplinary practice.

PROHIBITIONS

At any time within the organization's premises and whilst on duty, members of staff should not:

- Consumption of alcoholic beverages a prohibited during business hours in and outside of the office environment.
- Take alcoholic drinks
- Smoking is only allowed at designated areas of the office
- Sleep on duty is not allowed and acceptable rest areas are provided in within the office complex...**staff center**.
- Gambling is prohibited for all staff members within our outside of the office environment
- Verbal Dispute leading to physical altercation is not allowed.
- Organize or constitute any unauthorized gathering or association
- Lateness, absenteeism or truancy without approval is not allowed from any employee
- Indulgence in any sexual harassment or activity with fellow colleagues is not encouraged.
- Running of any private activities other than the company activities is 100% prohibited.
- Drug abuse, drug possession or drug intake of any sort is hereby prohibited in and during and out of office hours.
- Soliciting for gifts either in cash or kind from suppliers', partners, contractors and or fellow staff is against company policy and hereby prohibited as well.
- Interviews or media publication without approval from management is not allowed not unless approved by the business corporate communications.
- Disclosure of company confidentiality information to unapproved third parties without the approval of the business is not allowed.

EMPLOYMENT OF MARRIED COUPLES

- In the interest of security and discipline, ESTUARY BUSINESS SOLUTIONS LIMITED does not encourage, as part of its employment policies, the recruitment of wives or husbands of its employees. Consideration for this shall be at the discretion of the management.
- Where two serving staff members (male and female) decide to get married, then, at Management's discretion, one of them may be required to compulsorily resign.

EMPLOYEE REGULATION

TRAINING, DEVELOPMENT & RETENTION

1. ESTUARY BUSINESS SOLUTIONS LIMITED shall provide necessary trainings for staff members as part of the staff development improvement and performance programme.
2. All employees trained by ESTUARY BUSINESS SOLUTIONS LIMITED are expected to continue to working with the organization after their training.
3. Such staff are also expected to demonstrated learnings from such training(s).
4. Trained EBS staff are expected to return their given roles or position and maintain such roles or positions for a given period of 6-12months or more depending on their position and the context of the training they have just attended.
5. Staff that decides to exits the organization after a training course and have not fulfilled the statutory period as earlier stated maybe required to:
 - A. pay back the cost of the training or forfeits the due salary for the month or both.
 - B. A tarried staff maybe be exempted or allowed to exit the organization at the discretion of the management on a merit basis
6. At the end of any training, staff are expected to submit a summary report of the value derived from the training he/she may have attended.
7. All materials obtained from the training remains the property of the given staff, however some if not all of such materials can also be shared with the organization for the benefit of others.

COMMUNICATION

The organization employs a two-way communication among employees at all levels. The responsibility for effective communication belongs to each Upline (supervising official/Line

managers) whose communication efforts should be directed towards the achievement of the following objectives: -

- To foster team work/healthy collaboration
- To promote understanding
- To create a favourable attitude within the organization, policies and services
- To increase efficiency
- To aid staff development

Communication shall be oral/or written through the following media: -

- Telephone calls
- E-mail addresses of individual staff members
- SMS (for emergencies, and official email to follow suit)
- WhatsApp (on channels approved by the management).
- Teams, googlemeet, Zoom and any other available channels as advised by the management.

PRESS ARTICLES

- Members of staff are discouraged from submitting to the press, any article that relates to ESTUARY BUSINESS SOLUTIONS LIMITED without prior approval of Management. A breach of this will be treated in-line with EBS disciplinary practice as this is seen as serious misconduct.
- Staff members are not permitted to grant any form of interview on behalf of EBS with any media house without an appropriate approval and or authorization by the MD/CEO. Appropriate disciplinary measures will be administered in such a case as this is unacceptable by the organization.

CONFLICT OF INTEREST

- The organization requires and encourages its employees to avoid any conflict between their personal interests and the interests of the organization in dealing with customers and all other organizations or individuals seeking to do business with ESTUARY BUSINESS SOLUTIONS LIMITED or any of its affiliates.
- Employees are expected not to directly or indirectly enter into or maintain a relationship with another business or financial concern or individual when such relationship is in conflict or prejudicial to the interest of the ESTUARY BUSINESS SOLUTIONS LIMITED.

- In addition to the above, Employees are likewise not allowed to engage in the same business as ESTUARY BUSINESS SOLUTION LIMITED.
- Any breach of the above will be termed as serious misconduct and will be treated in line of EBS disciplinary practice.

GRIEVANCES

Grievances are unavoidable incidents that may occur at the work place, examples are as listed. Any member of staff or group nursing or having such scenarios towards someone or a group of colleagues are advised to take the steps outlined below for resolution:

- Elements of Misgivings
- Undue Harassment
- Character Assassination
- Inequitable Treatment
- Denial of Employment Rights, Privileges or Entitlement
- Destructive Intrigue
- Deliberate Discrimination
- Overbearing Disposition
- Uncooperative Attitude
- Unwarranted Insult or Disrespect
- False Accusation

Recommended Actions or Resolution Procedure(s):

- Discuss the situation with his/her immediate Line Manager for intervention.
- If the above cannot be settled or has to do with your immediate line or a senior colleague, discuss confidentially with HR for mediation and resolution.
- Should you find the intervention suitable, HR would document and closeout without recourse to any disciplinary action unless party decides they escalate.
- Further escalation would require the involvement of other senior staff members (up to CEO level) for resolution, this intervention is final and the outcome decision is as agreed for closure.

ATTENDANCE, PUNCTUALITY AND ABSENTEEISM

1. Business official resumption & closing time is 8am-6pm.
2. The allowed grace period for resumption is a maximum of one (1) hour at 9am.

3. It is expected that during that time, you would have settled in and commenced the business of the day.
4. Signing the attendance register is importance as it denotes your attendance compliance; presence at work at the stated time(s). This also gives visibility to employees' attendance for traceability in any unforeseen circumstance.
 - Failure to sign in /sign out on any working day MAY be taken as absenteeism.
 - Unless in the case of an emergency, an employee is expected to call or message the line-manager and/or HR if he/she will be late for resumption for the given day with acceptable reason(s).
 - Prolonged lateness or persistent lateness or resumption time varying from the stated times in (#1) is considered habitual and would be handled by the line and referred to HR for resolution.
5. Employees are not allowed to sign attendance for someone else, this is considered a gross misconduct and erring employee will be penalized by the office of the HR as found guilty. Staff members are therefore advised to refrain from such practices.
6. Employees' absenteeism from work should be duly communicated to their Uplines /LM for approvals and such approvals shall be forwarded for the HR records. Any form of absenteeism without communication and appropriate approvals from their LMs/HR may be taken as "AWOL".
7. AWOL matters would be treated as;
 - The employee was absent for the given day and deductions from wages will be applied
 - As unpaid leave
 - Prolonged absence would be treated as Gross misconduct and appropriate disciplinary action would be communicated by HR- actions not limited to formal dismissal or other measures depending on the mitigating circumstances.
8. As stated in your employment letter, prolonged illness for more than 2days requires verifiable medical proof from the company's registered hospital stating;
(a) illness diagnosis and (b) expected resumption date and the treatment being provided.
9. All information stated in (8) are expected to be made available to HR prior to resumption for work - it is expected that the employee would have provided such info once they are aware of the prolonged leave of absence from work.
10. All official activities outside of the office will be communicated through the official and approved EBS channels, meaning that delayed or late resumption as a result of official business activities should be duly communicated in lieu.

11. Employees are not expected to leave the office during work hours unless it is for an official purpose with the signed approval of their Upline.
12. Employees may be allowed to leave the office during work hours based on emergencies. However, a formal approval must be gotten from their UPLINE/HR.
13. An employee who would be late to work based on official duty should communicate to his or her line manager. And if the official duty will mean the employee not being in the office, this should be duly communicated to the HR through their Uplines.
14. In the case of out station assignments, employees are advised to adhere to the policy of punctuality and lateness. Defaulters without acceptable reasons will be penalized accordingly

CODE OF CONDUCT AND DISCIPLINARY PROCEDURES

CODE OF CONDUCT

1. All staff members are expected to abide by the policies of the organization
2. On joining the EBS, staff members would be advised a link from where they can read all the policies of the organization.
3. All forms of misconduct and poor work ethics shall not be tolerable by employees.
4. Physical altercation is/are forbidden in the office - Employees found in physical altercation within the office shall be treated in line with the EBS disciplinary practices and may (depending on the degree of the altercation) be dismissed summarily.
5. The use of abusive and offensive words on another member of staff is highly unacceptable.
6. Any staff found in this act shall be given an initial verbal warning, and opportunity to resolve the matter amicably.
7. Insubordination from downlines to UPLINES is unacceptable and will be treated in line with the EBS' disciplinary practice. Uplines are responsible for the coordination and motivating their team members to enhance effective collaboration and efficiencies in the team's performance.
8. Sexual molestation/harassment of any kind is unacceptable. Such act will be treated in line with the EBS' disciplinary practice and may lead to summary dismissal considering the severity of the act.

9. If (8) is breached by a senior staff, the junior staff is permitted and encouraged to report such to the HR/Head of Operations.
10. Employees are advised to exhibit the core values of the company; integrity, trust and respect ensuring employees accord each other due respect.
11. A breach of (10) by any junior staff will be addressed by the EBS' disciplinary practice committee.
12. All other forms of insubordination and misconduct shall be addressed in accordance with the EBS disciplinary practice.

DISCIPLINARY PROCEDURES

CAUTION

Minor offences shall attract a one-time verbal warning and final written warning on a second attempt. Repetitive occurrences shall attract penalizing action(s) by the EBS disciplinary committee which is not limited to termination of employment considering the severity of offence.

Major offences shall be treated strictly by the EBS disciplinary committee.

- A staff employment may be terminated if, he/she has been issued a query, verbal and final written warning within 3-6 months of their employment with the company.
- A staff whose employment have been terminated on the grounds of continual poor performance shall nevertheless be entitled to one month's salary in lieu of notice in the case of a confirmed employee, or two weeks' notice in the case of an employee with an extended probation or two weeks' salary in lieu.
- A staff member who is on a probational employment may have their employment terminated with immediate effect on the grounds of gross misconduct and/or continual poor performance. This termination requires no benefit of any sort.

SUMMARY DISMISSAL

A staff may be summarily dismissed for certain offences covered by the broad heading of gross misconduct. Such offences include proven cases of:

- Theft, fraud, dishonesty, defalcation and irregular practice in respect of cash, vouchers, records and trading transactions
- Willful disobedience of a lawful order or serious negligence.

- Drunkenness or taking hard drugs and other illicit substance that renders the employee unfit to carry out his or her duties.
- Disclosing company's confidential /proprietary information with intent of a "breach of confidence".
- Conviction for a criminal offence
- Prolonged and/or frequent absence from work without leave or reasonable cause duly communicated and approved.
- Fighting, assault, harassment or engaging in disorderly behavior during working hours on the office premises or within its immediate surroundings and not limited to gross insubordination to uplines and colleagues.
- Employee deriving any benefit in their personal interest in the course of their duties that conflicts with their obligation to the employer and its clients/customers.
- Failure to report promptly any irregularity on the part of any other employee having knowledge of such irregularity thereby concealing it.
- Abusive or insulting language or behavior to any client which is prejudicial to the business interests of the employer.

N.B

Where an employee commits an offence that merits summary dismissal but where the company does not exercise its prerogative of dismissal, the concerned employee shall be given a written query and afforded the opportunity of defending him/herself in writing for the attention of the disciplinary committee, outcome of the employee response shall be reviewed by the committee. During review the disciplinary committee is not limited to the following;

- Summarily dismissal without benefits or pay can be applied where employee reasons are not acceptable & tolerable.
- Where employee pleads guilty and repentant for a change in workplace conduct, a verbal warning and final written warning letter shall be issued to employee for improvement and fostering good conduct.
- Where the employee has absconded, the employee's guarantor shall be held responsible for actions from disciplinary committee.

PRACTICE

Upon receipt of a reported or observed case/issue, the HR dept shall be responsible for the review and decision of such issue and align with the disciplinary committee for appropriate action.

THE DISCIPLINARY COMMITTEE

Membership of the Disciplinary Committee Membership shall consist of the various core functional areas/unit heads within the organization viz:

MD

Head of Operations/Human Resource Service Representative (Team Lead or Manager)

GM / Head of Departments

Department Manager(s)

Quorum/Representation

- As much as possible, Disciplinary Committee meetings will require full participation of the above listed members.
- However, a quorum will be deemed to have been formed for the disciplinary Committee if 3 members are available.
- Members will be required to nominate suitable representatives with due consideration for experience and expertise whenever they are unavoidably absent.

LEAVE ADMINISTRATION

Every employee is entitled to his/her annual leave and this should be applied for in writing by any employee (using the HR required leave form) to their direct upline/line manager for approval and such approval should be communicated for HR records;

1. Leave application policy requires 10-14 working days prior notice before the commencement date, unless of course its an emergency or unavoidable nature.
2. All intending leave applicants should plan and discuss their intent with their unit heads/line manager for adequate relief plan and approval.
3. All leave applications must be approved by their Line and shared with HR for admin purposes, especially payroll and update of the overall organisation's leave map.

4. Line managers **MUST** ensure leave applications are aptly managed to avoid the situations where there are gaps for fulfillment of business obligations.
5. All emergency leave applications must be verifiable and verified before approval.
6. Leave cannot be claimed as a matter of right. All leave applications remain pending and unapproved until the Line manager has decided – Ye or Nay!!
7. Progressing on unapproved leave is classified as “Leave of absence from work without the appropriate approval” and shall be subjected to disciplinary action or deducted as a No Show for the Given date, thereby deductible from Monthly Pay OR BOTH, all dependent on the gravity of the matter.
8. Upon confirmation of employment, a staff shall be entitled to a paid annual leave in the below category;

FTEs

- Support staff whose employment have been confirmed shall be entitled to an annual paid leave of annual leave days as outlined in their employment contract.

Unconfirmed Employees

- Employees whose employment are yet to be confirmed and being in employment with the company for more than 6months can apply for unpaid leave which will be deducted from their annual leave days once confirmed.
 - Employees on probation are not entitled to annual leave, however, leave of absence for urgent can and will be considered.
 - Employees on extended probation and in employment above 6months may apply for annual leave, approvals for this kind of leave shall be at the discretion of the Management.
9. The calendar year for leave is annual from January to December – for all intending applicants to know...therefore no carryover of unsued leave into next financial year unless approved by mgmt.
 10. Employees are expected to submit their leave requests through their unit heads to the office of the HR using approved leave form.
 11. All leave requests **MUST** be submitted 14 working days prior the intended date of commencement for adequate preparation and planning. Leave application without the approved prior notice period shall not be granted.
 12. Should there be an emergency when a staff cannot apply for his/her leave in advance, immediate telephonic intimation to their Line or HR through their unit head will be required within 12hours of occurrence and **must be** regularized within 24hours of

resuming duty via the official email notifying their unit head with the office of the HR in copy.

13. Employee leave records shall be maintained & tracked by the HR team.
14. Employees should not proceed on leave if the leave is not approved by their unit head and HR copied.
15. Employees going on leave MUST do a proper handover to the staff relieving them and relief person must confirm this and communicated formally via mail before they proceed on their leave.
16. Leave allowances is an annual payment. Accessible and payable at the end of the year to **CONFIRMED STAFF** only.
17. A staff may be recalled from leave based on the necessity of work. In such instance, such a staff will be notified of this and compensated with a **X%** of his/her leave allowance.
18. The recalled employee can however proceed on completing his/her leave when the condition permits based on management's approval.
19. Employees who return late from leave without prior notice and approval shall face disciplinary action as prescribed by the management.
20. Should a staff member not get his/her leave allowance paid at the end of the year, the HR should be contacted as soon as possible via email or telephone.
21. Weekends and any holiday occurring within the approved leave periods will be excluded and not be counted as leave.
22. Annual paid leave shall not be carried forward into the new calendar year. All leave not used within the calendar year will be forfeited by the employee.
23. Staff members who are eligible for leave application are encouraged to approach the HR office through their unit heads, adequately plan and secure the leave date within a given year, ensure their application is reviewed, approved by their upline and communicated to the HR office before commencement.

LEAVE TYPES

The following are the types of leave that an employee has access to within the organization. It must be duly noted at this juncture that there are paid leave and there are unpaid leave or leave without pay. Leave without pay is provided for to cover emergency situation when a staff member has exhausted his/her official annual paid leave.

1. Annual Leave
2. Maternity Leave
3. Paternity Leave

4. (a) Unpaid leave – this leave of absence was approved, however, not as a paid holiday leave given the circumstances
(b) Unpaid Leave – the given absence would be deducted from the staff's entitlement (Salary or Annual Leave – option will be agreed with the staff) – Usual reason(s) Staff was absent without approval.
5. Examination Leave
6. Sick Leave
7. Compassionate Leave

ANNUAL LEAVE

- Staff Annual leave days based on employment contract.
- Annual leave is a paid leave payable to **confirmed staff only**.
- Confirmed Staff members who have been in employment with EBS for at least for a year are eligible to apply for annual leave.
- Unconfirmed staff can also apply for annual leave but will be treated as unpaid leave to be deducted from their annual leave days once confirmed.
- Annual leave cannot be carried forward to next year.
- Annual leave should be applied for by 14 working days before the date of commencement.
- Annual leave not used within the year will be forfeited.

MATERNITY LEAVE

This policy is designed to allow employees (pregnant employees) recover from the rigor of childbirth, time to bond with their newborns and also to make arrangement for their care before returning to work.

Below conditions for maternity leave for pregnant employees;

- That employee upon provision of certified medical evidence of due date/confinement from the EBS recognized hospital is entitled to 12 weeks (3months) pre and post maternity leave - both inclusive.
- That employee who has been in service with EBS not less than 6months and has been satisfactorily confirmed based on performance before confinement shall be entitled to 50% of her wages for the period of confinement.
- That employee who is less than six months in service and yet to be confirmed shall not be entitled to be paid maternity leave but will be given a 12weeks (3months) maternity leave - without pay for that period of confinement.

- That employee who is confirmed shall be medically insured by the EBS HMO and shall be provided with medical care in accordance with the health Insurance company guidelines for pre and post maternity care - please see the HR Admin Office for the HMO maternity healthcare guidelines
- For unconfirmed employee, EBS or it's recognized HMO is not obliged to provide medical care or pay any expenses related to pregnancy and confinement of pregnant employee; prior to recruitment every employee is deemed to be medically fit upon employment and shall be further examined by the EBS recognized hospital at the expense of the employer.
- Paid maternity leave for unconfirmed staff shall be discretionary and approved on individual basis by management – such payments shall be considered on merit.
- Maternity leave can be extended in case of illness that arise out of pregnancy or confinement thereby making employee unfit for work - so long it is certified by the registered medical practitioner from the EBS HMO and such extensions shall be granted approvals upon confirmation otherwise defaulting employee shall be duly penalized at the discretion of the management. Should the period of illness fall within the maternity leave, nothing changes, if however, it falls outside the period of the maternity leave, management approval should be sought for such extension.
- Annual leave cannot be used as extension of Maternity Leave unless approved by management.
- Employee due for confinement can either commence their maternity leave six weeks before delivery/due date (pre maternity leave) provided there is medical evidence for such request and the remaining 6weeks period shall be applied as post maternity leave.
- Employees upon expiration of approved maternity leave / confinement and without certified medical reasons for extensions shall be deemed fit to work and are expected to resume duty on the expected resumption date.
- Employee resumption and closure from work in the initial months shall be from 9am - 3pm until the new born is 6months; thereafter, the employee is expected to resume work fully at normal business operating times of 8am-6pm Mon-Fri.
- Maternity leave shall be taken once in 2 years for maximum of 4 births for pregnant employees.
- All confirmed female staff shall be entitled for Maternity leave of 3 months, with half pay for a period of continuous 3 months (excluding national holidays) for each pregnancy.
- A female staff shall be granted leave on the day of antenatal which shall not be deducted from staff member's annual leave or maternity leave.

- UPLINES must endeavor to get the necessary medical report they approve any maternity leave.
- In all cases, notification of birth must be supported with a birth certificate from the Birth Registry.
- Nursing mothers shall be allowed to resume one hour later and close one hour earlier than the official time for a maximum period of three months on resumption of duty after maternity leave.
- The leave must be taken at a stretch. To this end, maternity leave cannot be broken or taken piecemeal.

PROCESS OF MATERNITY LEAVE

- Maternity leave must be applied at least 4 weeks before the expected date of commencement.
- Approval from employee's line manager must be gotten before proceeding on maternity leave and sent to HR.

PATERNITY LEAVE

This policy is approved for male employees (new born fathers) whose spouses have given birth to allow them bond with their new born in the early period.

Approvals are given with following conditions;

1. The number of days approved for this type of leave is 5 days.
2. This leave shall be taken once in 2 years for maximum of 4 births for confirmed employees.
3. Necessary approval must be sought from the company for unconfirmed employees with the need/desire for paternity leave.
4. Employee is expected to give 5days' notice before the commencement date of the paternity leave; please note you cannot start paternity leave before the birth of their new-born.
5. Your paternity leave must be taken within 8 weeks (56 days) of the birth the new born.
6. This leave is an added(unpaid) benefit made available to all confirmed employees and should not be taken or applied as annual leave.

7. Upon expiration of provisioned leave, employee is expected to return to work at the company's official operating business hours 8am-6pm. There are no extensions for paternity leave.
8. Defaulter's to (7) will be handled at the discretion of the company but not limited to indefinite suspension/outright dismissal as the case maybe.

LEAVE WITHOUT PAY (UNPAID LEAVE)

- This is only granted to staff members who have spent at least 6months in the organization.
- A staff can apply for leave without pay in case existing leave balance is exhausted and is in need of leave due to unforeseen circumstances – necessary approval for this should be sought for.
- Leave without pay should be requested for 2weeks prior commencement.
- In case no approval is taken for leave without pay, such absence of staff will be considered as going AWOL from work.
- Disciplinary action that relates to AWOL matters will be initiated.
- Employees who embark on this leave will not be entitled to any payment.
- A maximum of 2 weeks month of leave without pay can be applied for by any staff.
- Leave without pay must be requested via the appropriate HR form and must be approved by the UPLINE and sent to the HR

Process for leave without pay requires that the employee communicates with their unit heads for proper alignment and the leave form should be requested from the HR, completed and submitted for approval before commencement. In emergencies, employees are advised to align with their head of units for approvals and regularize the application process for unpaid leave application within 24-48hours of emergency occurrence.

EXAMINATION LEAVE

- The company will give practical help to staff taking company related examinations provided that due notice is given.
- A staff may be allowed to take a maximum of one week Examination leave annually;

- For confirmed staff, this shall be deducted from employee annual leave days or treated as unpaid leave where annual leave has been used up.
- For unconfirmed staff, this will be treated as unpaid leave to be deducted from employee's annual leave days upon confirmation.
- o Time spent beyond 5 working days will be treated as part of annual leave.

Process for Examination Leave

- o Written application for examination leave along with examination time-table should be submitted to the Human Resources Management Unit through the Unit Head, at least a month before the examination.

SICK LEAVE

- o Sick leave shall be treated as unpaid leave.
- o A staff absent from his/her work place due to sickness or injury shall notify the Head of unit of such illness.
- o This must be supported by a medical certificate indicating the length of permitted absence to cover the expected total period of sickness upon resumption of duty where employee has been declared fit to work.
- o Provided that a medical certificate from the EBS recognized medical facility has been sent to the office of the HR in the event of prolonged illness except for sickness resulting from self-inflicted injuries, all sick leave and or accident-related entitlement shall be catered for by the EBS HMO.
- o Any illness emanating from accident while a staff is on an official assignment/duty shall be catered for by the EBS HMO.
- o This type of leave cannot be accumulated.
- o Where a medical report advises retirement, this should take place within a period of one month.
- o Where the period of illness occurring within a length of one year exceeds the above level of sick leave, grant of additional leave is at the discretion of the Management.
- o The company reserves the right at any time during a staff's sick leave to obtain at its expense, a second medical opinion on the nature of the illness.

Process for sick leave

- o Sick leave should be applied for and approved by the employee's unit head and same sent to the HR for employee records.

- In the event where the sickness was not anticipated, the staff is to submit a formal sick leave application to the unit head with the HR copied. He/she will be required to complete the necessary forms upon resumption

INTELLECTUAL PROPERTY

1. All graphics designs, logo, creatives, templates, frameworks and others not listed here designed/created by EBS employees for the organization, is duly owned by the organization.
2. The organization therefore, reserves the copyright of all creatives and others.
3. No staff is expected to replicate any graphics designs, logo, creatives, templates, frameworks and others not listed here in or for other organization even after exiting EBS.
4. Non-compliance with #3, will be treated in line with EBS disciplinary practice.
5. Employees are not permitted to share any document given to him/her for the purpose of coming up with graphics designs, logo, creatives, templates, frameworks and others not listed here to a third party.
6. A breach of #5 will be treated along the line of EBS' disciplinary practice.
7. Before exiting the organization, all documents, graphics designs, logos, creatives, templates, frameworks and others not listed here MUST be handed over to their upline and cleared by the HR.
8. The company shall maintain an Intellectual Property Management System that takes inventory of all its Intellectual Property assets.
9. The organization shall not be liable for any copyright infringement incurred by any staff during the course of discharging their duties for the organization.
10. To this end, all staff members should ensure all graphics designs, logo, creatives, templates, frameworks and others not listed here are original and devoid of any form of copyright infringements.

SECURITY AND SAFETY

IDENTITY CARD

- Upon joining EBS, each employee will be issued an identity card which must be carried and worn always whilst working for the company onsite and on field assignments and also be presented on demand when requested for by appropriate authorities.

- The identity card must be returned to the HR when leaving the company's employment.
- Employees are responsible for the safety of their ID Cards as issued. In the event of loss or misplacement, employees are hereby advised to acquire a police report stating the cause of occurrence and forward such report to the office of the HR. Where the employee ID is damaged as a result of mal-handling, employees are advised to return to the HR the damaged ID card and employee will be held responsible for cost of replacement.

ACCESS TO THE COMPANY'S PREMISES

- All employees have access to the Company's premises during official working hours or during other times as may be required to perform official duties.
- Permission into the EBS premise will be granted by the company security to employees who have their IDs on at all times.

LOSS OR STOLEN

- Theft of the Company's property or employees' personal belongings must be reported by all employees to the office of the HR.
- HR Unit shall evaluate the situation and apply the necessary actions/sanctions where applicable – this is not limited to litigation process base on the severity of occurrence.

DAMAGE OR LOSS OF COMPANY PROPERTY

- Staff shall be provided with work tools and the appropriate asset allocation form will be issued by the EBS Designated lead for employee completion.
- Employees are responsible for the handling and safekeep of allocated work-tool assigned to them.
- Report for loss of any company assigned work tool should be forwarded to the office of the HR alongside a police report within 24hours of occurrence either loss or stolen. For damaged work tool arising from mal-handling or misuse, employees shall be held responsible for cost of replacement or repairs.
- Employees are strongly advised not to use the assigned work tool for personal consumption.
- Provided work tool should be used for official purposes only – discharge of their duties.

REPORTING ACCIDENTS OR ILLNESSES

- Employees who encounter accident/injury on the job, should proceed to the EBS HMO for adequate care.
- On the-job accident or illness of employees should be communicated by employee's unit head to the HR office.

COMPENSATION AND BENEFIT

OBJECTIVES

ESTUARY BUSINESS SOLUTIONS LIMITED will promote the development of a competitive system of salary administration. The objectives of the company with regards to compensation therefore shall be:

- To maintain its salaries in reasonable relationship to salaries paid by other leading and progressive organizations who play within our field or any other smart organization
- To provide compensation adequate to attract, retain and reward well qualified personnel at all levels of responsibility.
- To reward and motivate each staff throughout his working career by compensation, which adequately reflects individual effort and the contribution made to the success of the organization.
- To provide management with the guidance and control in applying compensation that enables the company to meet its business objectives.

STAFF NUBAN ACCOUNT

- In the event that the organization does not open a bank account for each staff member, all staff members are expected to submit their account details to the HR for the payment of salaries and all other benefits/compensation.

PAY DAY (PROPOSED)

- Salaries will be paid on the LAST WORKING DAY of every month to all employees. When these dates fall on a weekend/Public Holiday, salaries shall be paid on the working day before or after the stated date.

REMUNERATION

- The total remuneration for each staff is strictly confidential and should be kept as such.
- All members of staff are paid a basic salary within the approved salary pay range.
- Penal deductions maybe applied to employee wages as sanctions where necessary and this will be duly communicated to the employee for acknowledgement by the HR before deduction are applied.

BENEFIT

INTRODUCTION

The EBS Employee benefit policy has been developed to provide general guidelines about benefit policies and procedures for eligible employees of EBS. It is a guide to assist you in becoming familiar with privileges and obligations of your employment.

In additional, these guidelines are subject to modification, amendment or revocation by EBS Management at any time and outcome of this review shall be communicated accordingly.

EBS Ltd will provide each individual a copy of this policy upon satisfactory work performance and confirmation. Eligible employees are expected to abide by it.

PERFORMANCE REVIEW

The performance of each employee is reviewed / evaluated on an ongoing/quarterly basis. Head of units shall provide the KPIs of employees for appraisal.

Appraisal shall be carried out by the unit heads and the HR.

The outcome of such appraisals shall be documented and duly communicated to the management for approval.

Upon completion of performance review, a review form detailing outcome of review shall be provided duly signed by employee, approved by the EBS management, and endorsed by the HR and/or by delegate assigned by the CEO. The agreed outcome shall be kept as part of the

employee's personnel record and used as a guide for future evaluation of employee overall performance for the given year and overall employment with EBS.

To that end, it is incumbent to have an open and honest discussion concerning your performance as EBS employee.

In addition, there shall be annual business performance review at the end of the calendar year or at the beginning of the new year. This is a formal opportunity to review the performance of the business, its successful outcome, challenges/failures for year end and the strategies, plans and the anticipated needs / projections for/in the coming year.

The purpose of the review is to encourage the exchange of ideas in order to create positive change and improvement that would aid the growth of EBS business, growth of and efficiency levels of the employee, importantly how the overall EBS business and staff can be more efficient and effective in our services delivery, at all times.

ECONOMIC BENEFITS AND INSURANCE

EBS shall provide a competitive package of benefits to all eligible full-time and confirmed employees. The following outline of available benefits is provided with the understanding that benefit plans may change from time to time, and the written correspondence to be considered as terms and conditions of the employee benefits shall be provided by EBS.

There shall be no continuation of any benefits after termination of employment.

Where benefits are reviewed, EBS management through the office of the HR shall determine the value of each benefit and changes shall be communicated as required.

A. Health Insurance

EBS shall provide individual health insurance cover for eligible employees. Eligible employees may elect to participate in available health plan(s) offered by EBS and proportioned on employees' declared statuses upon employment.

EBS shall enroll qualified staff in the appropriate Insurance scheme as per its policies.

Information about EBS's health policies including eligibility shall be provided to the employee as at when due or at the point of employment.

B. **Pension**

EBS participates in the provisions of the Pension contribution scheme for all eligible employee upon employment.

This benefit is made available under the following terms;

1. Only **confirmed** employees are eligible for employee pension contribution
2. Eligible employees are expected to make available their RSA Pins or register for one with the Pensions company or register under EBS's Employer Pension Code.
3. 8% of employee wages is deducted from the employee monthly pay check as employee contribution while EBS contributes 10% of employee's wages on a monthly basis.

C. **Annual Housing Bonus**

Eligible Employees are covered for annual housing bonus under the following terms;

1. Employees who are satisfactorily confirmed by the management are the only eligible persons for housing bonus.
2. Value of employee's housing bonus are done at the company's approval and communicated to eligible employees upon satisfactory performance review.
3. Housing bonuses are pro-rated monthly and payable to employee monthly pay check.
4. For emergency need;
 - i. Employee are eligible to apply for annual housing allowance at the end of the first half of the year
 - ii. Employee with the (i) need shall provide a proof for management approval- this is discretionary.
 - iii. In the absence of (i) and (ii), emergency annual housing needs shall be treated as null and void.
5. Should the Employee resign his/her employment with EBS after the payment of this benefit, the employee will have to refund the housing benefit in-full, pro-rated or as otherwise advised by EBS.
6. In the event of default of (5), employee's guarantor shall be held liable for refund to EBS.

D. **Statutory Tax -PAY AS YOU EARN (Payee)**

- As regulated and governed by the State and Local Laws, employees are to pay tax on their earnings.

- Employee are expected to register with the state tax law for allocation of their Pay-as-you-earn IDs (Payer ID) and provide EBS with their payer IDs for payee remittance.
- In accordance to the state tax law, EBS shall deduct employee payee on a monthly basis and remit to the employee tax ID registered with the state tax board and as provided on employment.
- Employee's payee is payable on monthly basis and shall be discontinued upon disengagement/end of contract.

BONUS SCHEME

EBS offers annual bonuses in the category of Housing and Performance;

- Bonuses are applied on merit – where applicable.
- Bonuses are accessible to employees deemed to have satisfactorily performed in their given function as contracted.
- Bonuses are paid at the end of the year – Where applicable.
- Bonuses are not termed as employees' entitlement as this could be withdrawn at the discretion of the management – mostly in cases where an employee is proven unworthy of such bonuses due to poor performance or poor work conduct.
- However, for consideration for emergencies on housing bonus please see the housing bonus section above for guide.

STAFF LOAN/SUPPORT

- Confirmed employees who have served the company satisfactorily for a minimum of 3-4 years are eligible for loan support.
- Eligible employee will be required / encouraged to complete the required loan application forms from the HR to apply.
- Approvals are not guaranteed, however, will be considered at the discretion of the of the management and loans approval board.
- Approved Loan amount shall be based on merit.
- The applicable duration for loans is between 1 month to 10 months each year.
- The granting of the loan is dependent on acceptable and verifiable purpose for loans
- Monthly repayment of loans should not exceed 40% of employee monthly wages
- Repayment on staff loans is on zero interest rate to the employee

EXPENSE RECEIPT, PETTY CASH, REFUNDS AND REQUISITION

The objective of this policy is to ensure proper accountability, funds availability and provisioning for official purposes and refund where and when necessary. This policy is geared towards having a structure in place that will guide the financial operations of the office on expense approval, refund and reimbursement. Employees are advised to carefully read this with rapt attention.

1. Employees are advised to adequately plan and seek for approval for every expense or spends in the course of carrying out their duties, 24-48hours when they are needed.
2. Such approvals in (1) should be duly communicated to the finance personnel and requisition raised on the EBS ERP by the concerned employee for approval and disbursement
3. Employees on official duties outside the company's premises are advised to obtain receipts for all expenses or at least obtain a document validating the spend.
4. In cases of out-of-pocket expenses for official purposes, employees are expected to provide expense receipt(s) for such spend and raise the required requisition on the EBS ERP for consideration within 24 hours the expense is made/recorded – as **“no receipt, no refund rule shall be applied”** which leads to total forfeiture of the cost incurred.
5. Every out-of-pocket spend above #1,000 should get the prior approval of their LM and be accompanied with a requisition on the EBS ERP for payment processing. However, in need urgencies – the office of the HR/GM Operations should be sought for approval of such spends.
6. Employees who travel on official duties will be provided with the necessary funds to embark on such journey and all expense/spends from the provisioned funds should be receipted for or deducted from employee wages in the absence of no receipt.
7. Petty cash handler is expected to get adequate approval for all official spends, properly and clearly outline and account for all approved expenses for reconciliation, replenishment and documentation when used up.

To this end, all staff members are advised to always request for receipts or proof of payment for official spends/expenses.