



## **SECTION 1: INTRODUCTION & BACKGROUND**

### **About this Handbook and your Contract of Employment**

The purpose of this Handbook is set out to clarify **YOBEL INTEGRATED SERVICES LIMITED** practices, rules, regulations and benefits, so that all employees are aware of what is expected of them and what they can expect from the company. The Handbook is limited to Nigerian operations and supersedes all other practices or culture adopted or practiced by Yobel employees. All permanent and temporary employees are bound by this policy

This Business Conduct and Ethics will together form all employees contract of employment. This Handbook is issued for employees benefit. It is the responsibility of all employees to read, understand, and uphold its contents, and to keep the information therein confidential for use within Yobel.

Management reserves the right to interpret or suspend any part of the policy at any time. Employees will be notified of any change as appropriate. Changes to this document will be effective on the dates determined by the Company. Employees must comply with all policies at all times. If you are uncertain about any policy or procedure, speak with the Head of Administration who will be the custodian of this handbook.

All new employees are expected to undergo a training on the contents of this handbook as ignorance as to the contents will be deemed unacceptable.

### **1.0 Attendance & Work Hours**

- Work Hours are contractual and are outlined in all employees Contract of Employment. In addition, Yobel adheres to relevant statutory regulations, operational needs and the maintenance of effective and efficient standards of work.
- Regular full time employees except for employees working on shift are required to work a minimum of forty (40) hours each week, from 8.00am to 5.00pm daily, excluding lunch breaks, Saturdays, Sundays and Public Holidays which are not compulsory work days.



- All employees are entitled to one (1) hour lunch break every working day which can be taken anytime within their approved work periods.
- All employees are expected to work as required by exigencies of operations, to avoid disruption to the business. Affected employees will be compensated accordingly when applicable.
- Employees are also expected to work whatever additional hours needed for the effective performance of their job responsibilities as stated in the terms and conditions of their contract.

## **2.0 Absenteeism**

This is totally unacceptable in Yobel. However, in the event that an employee will be absent from duties, the steps stated below should be followed. Failing to use the aforementioned steps, will result in the employee being sanctioned in line with the code of conduct matrix code.

- Failure to show up at work before 10:00am on any day without prior approval shall be construed as absence on that particular day and will result to a loss of the employee's day pay.
- Employees that are unable to report to work for valid reasons are expected to notify their supervisor within 24 hours.
- After two (2) consecutive days of absence without notification and approval, it will be assumed that such an employee has absconded from duty and the appropriate disciplinary measures shall be instituted following the disciplinary matrix, including and up to termination of employment.
- If an employee becomes ill while at work or must leave the office for some other reason before the end of the workday, he/she must ensure that his/her supervisor is duly informed of the situation and approval given for early closure.

## **3.0 Bonus**

Yobel pays several bonuses to employees. Bonuses paid shall be based on management discretion. Bonuses paid include –



**End of year Bonus** - Payment shall be for all employees who spent the financial year in the organisation.

**Performance Bonus** – is a monetary award tied to an employee's performance rating. A performance award does not increase base pay, but is a single cash payment in recognition of the performance level of the employee during the employee's previous appraisal period. Performance awards shall be recommended by supervisors or CEO on an annual basis

#### **4.0 Bribery & Corruption**

- Yobel recognizes the principles of the Organisation for Economic Co-operation and Development (OECD) Convention on Combating Bribery of Foreign Public Officials in International Business Transactions which came into force on February 15, 1999 (Appendix 1 hereto). Therefore all employees, officers and directors within the organisation shall not, directly or indirectly, offer, pay, promise to pay, or authorise the giving of money or anything of value to any person for the purpose of obtaining or retaining business or to obtain any other favourable action. A violation of this policy will subject the employee or officer to disciplinary action up to and including dismissal as well as potential criminal prosecution according to the Nigerian laws.
- Yobel, its employees, officers and directors shall comply with local and international laws relating to bribery and corruption in all dealings; in particular.
- Yobel, its employees, officers and directors shall comply with the provisions of the Advance Fee Fraud, and other Fraud Related offences Act Cap A6 LFN 2004, Corrupt Practices and Other Related Offences Act Cap C31 LFN 2004; and the Money Laundering Act Cap M18 LFN 2004.

#### **5.0 Confidentiality of Company Information**

- Each employee is tasked with the protection of all confidential information on Yobel's trade secrets including the company's trade secrets, strategies, policies, plans, operations and finances.



- Yobel employees must not divulge any information about the Company, its clients and business activities to unauthorised third parties/persons.
- All employees will be required to sign a Confidentiality Agreement on or before the first day of employment.
- Disclosure of company information is allowed only under the following circumstances: where the information is;
  - Needed for the proper and effective discharge of the company's responsibility under relevant regulations and laws.
  - Needed for the diligent discharge of job objective and responsibilities, and used in accordance with prevailing Management policies and guidelines (Information Disclosure Policy).
  - In response to an enforceable subpoena or summons, or other such legal requirements; regardless, in which case approval is required from the CEO.
- Any actions and utterances capable of reflecting adversely on the company shall be construed as an act of disloyalty, and shall attract the necessary sanctions, including and up to a termination of employment.
- On exit from Yobel, company information may not be divulged for a minimum of two (2) years after cessation of employment; erring persons may face prosecution.

## **6.0 Confirmation/Non-Confirmation of Appointment**

- All newly recruited employees unless otherwise advised, are subject to a six (6) Months probationary period from the effective date of employment as stated in each employee's appointment letter
- Before an employee becomes confirmed, he/she has to obtain the following:
  - Suitable performance rating as approved by the line manager within the probation period
  - Satisfactory Referee Reports:
    - One Formal Reference from the last employer to be signed by either the Human Resource Department/Head Administration or the MD/CEO of the last employer.



- A satisfactory pre-employment medical examination must be completed prior to confirmation. Any employees that has not undergone a pre-employment medical examination will be asked to do so at the company's expense. All employees are affected by this policy.
- Each employee will be appraised by his/her Supervisor at the end of the six-month probationary period, with a clear indication of the performance of the employee stating if the employee should be confirmed or not.
- If the employee's probationary period was successfully completed and recommended for confirmation by Supervisor, the employee's employment will be confirmed in writing by the Head Administration, after due approval is obtained from the CEO as the case may be.
- Each employee is responsible for ensuring his/her references are received by the Administrative Unit within stipulated timeframes (i.e. before the confirmation process begins).
- Employees on probation may be terminated at any point within the probationary period for reasons of unsatisfactory performance or gross misconduct.
- Where the performance is deemed unsatisfactory (i.e., with a below expectation or unsatisfactory performance rating) during the probationary period, an extension of the probation by a further three (3) months in the first instance may be given. Subsequently, there will be a Termination of Employment if performance still does not improve to a satisfactory level.
- Where a three-month extension of probationary period is recommended, the employee will be informed in writing and will also be counselled by the Line Manager in conjunction with the Head Administration and CEO (where necessary) to draw attention to areas in which improvement must be made to merit a future confirmation of appointment.
- A formal disengagement letter will be written to all employees whose performance during probation is completely unacceptable. This will be done as soon as the probationary period lapses and the Confirmation Review has been completed.
- Unconfirmed employees will not be given any form of appointment, either permanent or temporary, in Yobel.

## 7.0 Declaration of Conflict of Interest

- Conflict of interest can be explained as a situation in which a person has a private or personal interest sufficient to appear to influence the objective exercise of his or her official duties as, say, a public official, an employee, or a professional.”
- Conflict of interest result from situations or activities which may benefit the employee by virtue of his/her position with, or at the expense of, the Company. It is a situation, not an accusation and does not mean an employee is corrupt.

### Examples of Conflict Situation

- A conflict situation can arise when an employee takes actions or has interests that may make it difficult to perform his or her Company work objectively and effectively.
- A conflict of interest may also exist if a family member’s interest interferes with a person’s independent exercise of sound judgment.

## 7.1 Steps to Handle Conflict of Interest

- Employees should avoid any action which may involve, or may appear to involve, a conflict of interest with the Company.
- Employees should not have any financial or other business relationships with suppliers, customers, contractors, competitors or other third parties with which the Company has relationships that might impair, or even appear to impair, the independence of any judgment they may need to make on behalf of the Company. In addition, actions of family members may create a conflict of interest. For example, doing business with an organization that is partially or fully owned by members of your family may create a conflict of interest therefore, it is Yobel’s policy that unless a written waiver is granted (as explained below), employees, officers and Management staff may not:
  - Perform services for a public or private company, or have a financial interest in a private company or more than a 5% financial interest in a public company, that is, or may become, a supplier, customer, contractor or competitor of the Company.
  - Perform outside work or otherwise engage in any outside activity or enterprise that may create a conflict with the Yobel group’s best interests.



- Take for themselves personally, opportunities that are discovered through the use of Yobel's property, information and position;
  - Use Yobel's property, information or position for personal gain; or
  - Compete with Yobel Integrated.
- In addition, the Company's employees, officers and management staff may not acquire any interest in outside entities, properties or assets in which the Company has an interest or potential interest. This includes securities in businesses being considered for acquisition, or real estate at or near possible new or expanded Company facilities. Solicitation of vendors or employees for gifts or donations shall not be allowed except with the permission of the CEO.
  - Employees are under a continuing obligation to disclose to their supervisors any situation that presents the possibility of a conflict or disparity of interest between the employee and the Company. An employee's conflict of interest may only be waived if approved by both the CEO in writing.
  - Employees are also not allowed to accept travel assignments from other organisations without the Head Administration/CEO's approval.
  - Copies of any waivers or approvals given will be kept in the affected employee's file
  - All Directors positions held by potential/new hires prior to joining the Company must be disclosed during recruitment discussions and approval obtained before a recruitment decision is taken. Only Non-Executive Director positions in other organisations are allowed.
  - Violation of this policy shall attract the appropriate disciplinary sanction in line with the disciplinary matrix.

## **8.0 Disciplinary Procedure/Matrix**

Yobel disciplinary procedure forms an integral part of the employee's contract of employment. This procedure will be used in all cases involving disciplinary action and the termination of employment for unacceptable or unlawful behaviour. This is essential for the efficient operation of the company, safety, fair treatment of its employees and sound industrial relations.

SN	Offence	QRY	DVW	FSWW	FNWW	TOC	DMS
1.	Insubordination or insolence	*		*			
2.	Failure or refusal to carry out lawful instructions with significant impact to the business	*			*		
3.	Breach of specified dress code	*	*				
4.	Rudeness to external customers	*			*		
5.	Raising one's voice at a customer	*		*			
6.	Sarcastic mails or telephone calls to a customer(s)	*		*			
7.	Lying and rumour peddling	*			*		
8.	Failing to give feedback to a customer	*		*			
9.	Non-compliance with approved customer service procedure/guideline	*			*		
10.	Leaving company premises or place of duty while on duty without authorization	*		*			
11.	Failure to report subordinates' unauthorized absence to supervisor at the earliest possible opportunity	*		*			
12.	Failure to report absence from work at the earliest possible opportunity	*		*			
13.	Absence from work without authorization from Supervisor	*		*			

14.	Absence from work for more than two (2) days without due authorization					*	
15.	Habitual late coming	*		*			
16.	Abuse of company priviledges with significant impact on the business	*			*		
17.	Poor quality of work or failing to maintain output levels or exercise due care in the implementation of duty	*		*			
18.	Negligence in carrying out or failure to carry out duties	*		*			
19.	Any dishonesty or attempted dishonesty including conspiracy, theft, bribery fraud	*					*
20.	Falsification of documents e.g. medical reports, qualifications, age etc.						*
21.	Failure to produce valid medical documents when requested to do so by the company			*			
22.	Failure to declare a gift from a client	*			*		
23.	Harassment/ sexual harassment or sexual activities in the workplace					*	
24.	Display of unprofessional behaviour shall also include behaviours/actions that run contrary to professional	*			*		

	ethics, values and /or business objectives						
25.	Conflict of Interest	*				*	
26.	Misuse of Company Properties	*	*				

DVW – Documented Verbal Warning; FSWW – First Written Warning; FNWW – Final Written Warning; TOC – Termination of Contract; DMS – Dismissal

## 9.0 Dress Code

Yobel as a professional organisation requires its Office Marketing/Business Development employees to project a professional image of well, decently and neatly dressed staff at all times. Our Dress Code requires that Office Marketing/Business Development employees present a clean and professional appearance when representing the organization whether in or outside of the office environment. It has become necessary to bring more to the organization's expectation of staff with regard to appropriate business casual dressing.

The underlying principles that drive the company's Dress Code are:

- Ensure that staff project a positive and professional company image at all times
- Ensuring that staff appearance is conducive to performance and sensitive to local norms and diversity
- Ensure that whatever is worn should be decent, neat and suitable for the office
- Clothing is part of presenting a polished image, and it can significantly affect career advancement potential.
- Clothing should present a professional image and not being flashy or distracting.
- Comfortable footwear to ensure ease in walking around the office premises, health and safety.
- Wearing of ID card in the company premises for ease of identification and to promote security.



Below is the company's accepted appropriate "business attire" during business hours.

### **9.1 Appropriate Business Attire**

Business attire is to be worn by the following staff Mondays through Thursdays.

- All Front Desk
- Non-Technical Staff
- Management staff

Examples of appropriate business attire for employee include the following:

#### **Men:**

- Blazers, Suits, Simple Decent Traditional Attire
- Dress slacks
- Ties
- Dress shirts with buttons and collars
- Work shoes

#### **Women:**

- Dresses
- Skirts
- Dress slacks
- Blouses
- Work shoes
- Sweaters
- Suits

Staff attending external meetings on Friday are expected to also dress in business attire

### **9.2 Appropriate Casual Business Attire**

Casual business attire may be worn by all staff only on Fridays with the exception of Technical staff who are authorized to wear them Monday through Friday.

Appropriate casual business attire for employees including the following:



### **Men:**

- Blazers
- Slacks, Chinos or Dockers
- Polo shirts with collars
- Button-down shirts
- Sweaters and cardigans
- Loafers and huaraches
- Sweaters
- Traditional Attire
- Jeans but with Shirts

### **Women**

- Slacks
- Stirrup pants
- Polo shirts
- Culottes, or splint skirts
- Loafers
- Sweaters
- Jeans with Blouses, collared t-shirts and shirts
- Simple Traditional Attire

### **Examples of Unacceptable Attire**

- Plain or pocket T-shirts
- Cutoffs
- T-shirts with logos
- Athletic wear
- Thongs of any kind (Except sandals which should be worn with Simple Traditional Outfit)
- Torn or Patched denim jeans
- Spandex or Lycra such as biker shorts
- Tennis shoes
- Tank tops, tube tops, halter tops with spaghetti straps
- Underwear as outerwear



- Beach wear
- Midriff length tops
- Provocative attire
- Off-the-shoulder tops
- Workout clothes or shoes
- Evening wear
- Bathroom Slippers
- Leggings
- Bold and dangling earrings

### **9.3 Appropriate Workmen Attire**

Personal Protective Equipment and Protective Clothing must be worn by all Workmen and Technical Staff where applicable.

### **9.4 Enforcement**

Managers and Supervisors are responsible for monitoring and enforcing this policy. This policy will be administered according to the following action steps:

- If questionable attire is worn to the office, the respective department supervisor/manager will hold a personal, private discussion with the employee to advice and counsel the employee regarding the inappropriateness of the attire.
- If an obvious policy violation occurs, the department supervisor/manager will hold a private discussion with the employee and ask the employee to go home and change his/her attire immediately.
- Repeated policy violations will result in disciplinary action, up to and including suspension. Refer to the disciplinary matrix

## **10.0 Employment**

Yobel will hire employees based on need. The employees may be hired based on Short term contract or as required. However, the employee will be notified in writing the kind of contract being offered. The company does not hire



Industrial attachés and students on internships. Categories of employment in Yobel include:

- Permanent Employee
    - Junior
    - Senior
    - Management
  - Contract Employees
  - Casual Workers
- 
- Permanent Employees are employed into job positions ranging from Junior, Senior, Management, and Executive Management positions.
  - Contract Employees are employed by Yobel on clearly defined and agreed terms for a specified period of time and for specified contracts and projects. They are bound by agreed policies of Yobel as well as by the policies of the company they are outsourced to.
  - Casual Workers are employed on by need basis. They shall also be guided by the policies of Yobel.

## **11.0 Employment of Close Relatives**

- It is important that Yobel is able to maintain merit and equity in all personnel decisions therefore Yobel shall not allow the employment of close relatives at junior levels only at Managerial levels.
- For this purpose, close relatives are defined as spouses, children, siblings and parents.
- In the event that any two existing employees at Managerial level decide to get married, either of the employees will be required to leave the company within 3 months if they are in the same department/division or their functions cross. The decision on who remains an employee shall be taken by both parties who shall inform the Head of Administration in writing. However, if they are in different departments, they may remain if they so wish.



## 12.0 Equal Opportunity Employer (EOE):

- Yobel is an equal employer which means an employer who does not discriminate against any employee or job applicant because of race, colour, religion, national origin, sex, physical or mental disability, or age.
- It is a condition that all employees shall be treated similarly, unhampered by artificial barriers or prejudices or preferences, except when particular distinctions can be explicitly justified.

## 13.0 Exits

Separation of employees can arise from a variety of voluntary and involuntary factors. This can either be;

- Resignation
- Termination
- Displacement
- Incapacitation
- Retirement
- Death
- Dismissal

This applies to employees at all levels. All resignations, terminations and dismissals must be made in writing and signed by the party who initiates the process. The objectives of this section is:

- To ensure employees exiting from the organisation are effectively managed.
- To provide guidelines to staff on the organisation's separation processes.
- To ensure that separation processes are equitably, consistently and fairly administered.
- To ensure adherence to Nigerian Labour Laws in the administration of separation processes and procedures.
- To ensure the maintenance of complete organisational turnover records.
- To ensure complete documentation of relevant exit proceedings in the concerned employee's file.
- To ensure the company retrieves all tool-of-trade benefits and company information from staff upon exit. Tool-of-trade items include but are not limited to phones, data modems, laptops and vehicles etc., where applicable.

### **13.1 Exit Interview**

- Employees separating from the Company through resignation are required to attend an exit interview in order to provide the Company with information that will help improve its conditions of service.
- All responses should be filled in an exit interview form and shall be treated as confidential.
- Exit interviews will be conducted by Head Administration.
  - It is the responsibility of the Head Administration to liaise and coordinate all exit interviews for exiting employees.

### **13.2 Resignation**

- An employee may decide to end his/her employment with Yobel at any time.
- Resignation shall be implemented by writing a formal letter addressed to the Head Administration/CEO.
- The letter must be signed by the employee, endorsed by the supervisor and the Head Administration
- An employee who is resigning from the organisation is required to provide notice period to the organisation as follows:

#### **During Probation Period:**

- Two weeks written notice or payment in lieu of notice.

#### **After Confirmation:**

- One month's notice or payment in lieu of notice for employees on the Junior cadre and 6 Weeks for Managerial Staff.

- Payment(s) in lieu of notice for this purpose shall be the monthly salary.

### **13.3 Termination**

The Company can terminate an employee's contract for any of the following reasons:

- Consistent failure to meet the agreed level of performance established for his/her position.
- Where an employee has committed a misconduct, which strikes at the root of the contract of employment, and/or breach of the Company's rules and regulations.
- Where the service of the employee is no longer required.



- The termination letter shall refer to the general guidance of the contract of employment. It is not a requirement by law to state the specific reasons for termination.
- Where the company terminates the employment contract of an employee, the company shall make a payment in lieu of notice as follows:
  - Junior Staff - One month in lieu of notice
  - Senior Staff - One month in lieu of notice
  - Management - 6 Weeks in lieu of notice
  - Executive Management - Three months in lieu of notice

### **13.4 Displacement**

This occurs when an employee as a result of a job design change, reorganisation changes or displacement resulting from proceeding on study leave is not appointed to a substantive post in the new organisation.

### **13.5 Incapacitation**

This refers to a situation in which an employee is declared as unable to perform the duties for which the employee was employed; on the grounds of having developed a health problem whereby continuing in the employee's duty will either be impossible or hazardous to his/her health.

#### **Compensation for Incapacitation**

- The Company shall pay incapacitation benefit equal to 6 months' salary.
- Workmen compensation benefits may also be paid, where applicable.

### **13.6 Retirement**

- The retirement age for employees of the Company is 60 years. An employee's service ends on the last day of the month in which the stipulated age is attained.
- An employee's early retirement may be requested by the Company on the grounds of ill health or other reasonable grounds after continuous service of at least 20 years in the Company.
- Irrespective of the number of years spent in the Company, when an employee is 60, the employee is eligible for six months salary and a Certificate in recognition of their contribution as retirement benefit and parting gifts.



- This shall also apply to employees advised by the Company to retire before the age of 60 years.
- The gift and the certificate will be presented by the Managing Director at a suitable forum.

### **13.7 Death**

- If an employee dies whilst still employed with the Company, all outstanding salary and accruable benefits up to the date of death shall be paid to the designated beneficiary/ next of kin, hence the need to constantly update Head Administration with any changes on employee records. A new employee record form should be filled once there is a change in employee details with date.
- The Company shall report to the Pension fund in use, the death of an employee to enable them pay the applicable compensation to the dependant(s) of the deceased.
- In addition, the Company shall meet reasonable burial expenses.

### **13.8 Dismissal**

- Where an employee is dismissed, no benefit shall accrue to such an employee notwithstanding the number of years they have spent with the Company.
- The CEO shall endorse all dismissals.
- Where an employee is dismissed, they shall be escorted out of the office premises immediately.
- All Company property in the employee's possession shall be retrieved forthwith.

## **14.0 Function/Status Cars**

Yobel does not provide status cars for its employees. The company provides identified employee categories with vehicles to assist them in their duties. A company vehicle may be withdrawn at any time by the discretion of the CEO.

- Operations Personnel and Senior Managers are entitled to Functional Cars for the sole purpose of their job function and activities. The benefit is a privilege and not a right.
- All other employees requiring vehicles to carry out activities involving movement shall apply for the use of the pool cars, which shall be approved by the Logistics Officer.

## 15.0 General Communication

- Every employee shall be committed to the free flow of information – knowledge share amongst and within all levels in the organisation.
- Every employee shall take the utmost care in selecting the appropriate modes of communication both within the company and with external parties. In the handling of letters and memos, the following procedure shall apply:
  - All letters/memos/faxes must be written in strict conformity with the corporate format (style, font, and layout). Standard templates for Yobel includes;
    - Font: Times New Roman
    - Font Size: 12
    - Layout: Full Justification/Professional
  - All letters/memos/faxes must be carefully written to depict the status and image of the company.
- The following employees who shall endorse a copy of the letter to confirm that the letter conforms to Yobel standards and is conveying the message appropriately must approve any letter going outside the company.
  - IT Services: IT Manager
  - Sales: Marketing Manager
  - Operations: Operations Staff
- Heads of Department may send out emails on behalf of the company on routine matters, new proposals that require urgent attention bearing in mind the facts enumerated in (first) and (second) points above. Such cases must be fully discussed and a written authorisation obtained from the appropriate authorizing employee.
- If any email due to exigency goes out without the proper authorisation, the Head of Unit shall be copied for his information, in which case prior written authorisation should have been obtained.
- Any memorandum emanating from one unit to the other must be approved by the supervisor of the unit, who shall check the contents, grammar and the language before passing such for transmission to other unit(s).



- Any violation of the above must be brought to the notice Head Administration for disciplinary measures to be taken.

## **16.0 Grant/Acceptance of Gifts**

To promote the culture of transparency, all employees are expected to declare all gifts made to them from third party clients. All gifts should be registered in the gift register. It is the responsibility of every employee to comply with this. Any breach of this by employees will be treated as corruption and appropriate sanction applied.

- To ensure continued objectivity and decisions in the best interests of the Company at all times, employees must maintain the highest standards of integrity and professionalism in their conduct and relationship with external parties (e.g. clients, customers, regulatory authorities, suppliers, vendors).
- It is an offence to receive gifts from 3rd parties without getting clearance from the Executive Management. All gifts therefore, exceeding the value of N5,000 (Five Thousand Naira) must be lodged and recorded with the Head, Administration. Management discourages the practice of gift acceptance as it leads to compromise and erodes our integrity as a reputable and professional Company.

## **17.0 Gratuity Entitlements**

- Gratuity entitlements are payable to employees who have attained a minimum of Seven (7) years of uninterrupted service with the Company, on their exit.
- Entitlements shall be as stipulated by Nigerian employment regulations and company policy from time to time.
- Employees who are summarily dismissed shall automatically forfeit their right to any gratuity/severance payments.



## 18.0 Grievance Procedure

A workplace conflict is defined as “A condition between or among workers whose jobs are interdependent, who feel angry, who perceive the other(s) as being at fault, and who act in ways that cause a business problem.”

In order to maintain and promote a fair and productive work environment for all employees, Yobel encourages the active resolution of workplace conflicts. Staff members and supervisors are encouraged to maintain and utilize open communications to promote and maintain a civil and humane workplace. Yobel also provides a variety of mechanisms to facilitate the management and constructive resolution of conflict situations involving staff when workplace conflicts occur. Any employee who feels that he/she has been treated unjustly or unfairly shall be given the opportunity to present such claim and have it examined in accordance with an appropriate grievance procedure without suffering any discrimination or harassment for doing so.

- Conflict in the workplace can take a number of different forms and degrees from muted disagreement through to raise voices, sometimes even violence.
  - Between team members,
  - Between managers of different departments or
  - Between managers and staff
- Many employee conflicts can be resolved informally between the employee and their immediate supervisor. The employee is in the first instance encouraged to attempt a resolution at this level. Where either of the party is not satisfied with the grievance outcome, the aggrieved employee may initiate an informal or formal complaint by means of the following procedures:

### 18.1 Informal Resolution

- Within three (3) working days of the time that employees know, or should know, of a conflict, employees have a duty to make their supervisor aware that a specific problem exists that needs to be addressed.
- Similarly, the supervisor is responsible for addressing the employees' concerns and responding within two (2) working days. It is therefore expected that informal resolutions of conflicts shall not exceed seven (7) working days.

## **18.2 Mediation Alternative- Formal Resolution**

When a conflict cannot be resolved informally, the aggrieved party to ensure the conflict is resolved can initiate a formal step. The first step of a formal conflict resolution must be initiated within two (2) working days following notice to the employee from the supervisor/Head of Administration that the matter cannot be resolved informally.

### **Procedure**

First Step: Immediate Supervisor/Head of Administration

- The aggrieved employee should submit a written statement on the conflict to his/her immediate supervisor stating the specific complaints and the relief requested.
- Where one of the parties involved in the conflict is the employee's immediate supervisor, the petition is submitted to the next senior supervisor in the department.
- The supervisor/Head of Administration shall consider the facts and circumstances of the conflict. They shall then, in writing, grant, deny, or propose a modification to the requested relief within two (2) working days following receipt of the employees' written notice. This response shall include notice of the employee's right to pursue the conflict resolution to the second step.

## **18.3 Second Step: Conflict Resolution Hearing Panel**

The Conflict Resolution Hearing Panel will comprise of the Head of Departments of the employees involved, Head of Administration and CEO of Yobel

- The Head Administration will inform the CEO of the unresolved conflict
- The CEO after having determined that the conflict meets established eligibility criteria for a conflict resolution hearing would initiate one.
- Such notice shall further advise the aggrieved employee that, in the event the conflict is eligible for a hearing, he/she must provide the following information to the CEO by the date specified in the notice:
  - Availability for a hearing, based upon dates provided in the notice.
  - Name of employee representative and department representative.



- The name(s) of witnesses being requested to appear and nature of their testimony.
- List of anticipated exhibits or proof.
- The CEO shall prepare copies which shall be provided to the employee, the Conflict Resolution Committee panel Chairperson, and each panel member. The composition of the panel shall include the following:
  - The CEO
  - Head of Department of the aggrieved parties
  - Head, Administration
  - Any Senior Management Staff selected by the CEO
- The CEO shall set a date and venue for the hearing at the earliest possible opportunity and shall inform all parties involved.
- The Chairperson shall determine the issue(s) to be resolved from the pre-hearing statement.
- Any conclusions made by the panel must be based on relevant facts. Panel members may pose questions and request demonstrations, documents, or other evidence thought to be relevant.
- A report on the conclusions must be provided and shall include, but is not limited to:
  - A brief summary of the hearing plus
  - Supporting data,
  - The panel's findings and conclusions, and
  - The panel's recommendations for corrective action, if any.

## **19.0 Harassment/Discrimination and Intimidation in the Workplace**

The company frowns at harassment and discrimination of all types. The objective is to develop a harmonious and conducive work environment free of all forms of harassment and to discourage all forms of harassment and discrimination by ensuring that all allegations of harassment /discrimination are investigated and appropriately dealt with in the workplace.

- Yobel is an equal employer of labour.
- Yobel does not condone discrimination on the basis of race/ethnic background, colour, gender, national origin, sexual orientations, religion, age, family status or disability.



- Yobel has pledged to take affirmative action to ensure that suitable applicants are employed and that existing employees are treated fairly during employment without regard to their race, tribe, colour, gender, national origin, sexual orientations, religion, age, familial status or disability. Existing and potential employees are given fair consideration based on respective aptitudes, abilities and potential.
- This commitment ensures that the Company will conduct all its employment practices in a non-discriminatory manner.
- In the event that any existing employee of the Company becomes disabled, all effort shall be made to ensure their employment with the Company continues and that they are given the appropriate training and support.

## **20.0 Health Safety, and Environment**

- Yobel aims to attain the highest possible level of safety professionalism in all its business activities, operations and within its office location.
- Yobel is committed to protecting its environment therefore our activities must comply with health, safety and environment requirements/laws of Nigeria in the course of doing business.
- The health and safety of our employees are the company's concern. The company will therefore maintain adequate and well-stocked First Aid kits in the office, maintain safe and healthy working conditions and will follow operating procedures to safeguard employees, contractors and location in which work is carried out.
- Standard and continuous health monitoring and supervision will be provided to employees to enhance and maintain their health, security, safety and general welfare in the work place.
- An employee who has suffered personal injury from an accident at work should only return to work after he/she has been declared fit enough to resume work by a company approved doctor. A discharge certificate from the treating physician shall accompany such a patient to his/her work installation.
- Yobel will not bear any responsibility for expenses arising from self-inflicted injuries, drug and alcohol-abuse and/or illnesses -play.



- Yobel will identify, evaluate and implement opportunities for pollution prevention. This will be achieved by reducing the generation of hazardous wastes, appropriate disposal of products, the promotion of recycled materials and the use of appropriate procedures and controls while carrying out its activities
- All employees are expected to take ownership of their tasks and be accountable in whatever assigned responsibilities, to ensure that appropriate steps are taken to prevent injury to themselves and other colleagues. This includes that at all levels, environmental, health and safety procedures appropriate are followed
- All Contractors and Visitors will be informed to comply while within the Office and when performing work for the company.

## **21.0 Identification (ID) Cards**

Yobel identification cards are valid forms of identifying the company's employees.

- Identification cards shall be issued to each new employee on resumption
- For safety and protection of property, lost cards must be reported immediately in writing to the Head Administration.
- Where an employee's ID card is lost, new ID cards will be issued to an employee upon swearing to an affidavit in a court of law or before a Commissioner of Oaths as to the loss and obtaining a police report.
- Employees shall not lend their ID cards to anyone for any purpose. Doing so is a violation of Yobel Identification Card Policy and may lead to disciplinary actions.
- Employees shall display their ID cards at all times in the office premises. Failure to show your ID card may result in denial of entry into the company's premises.
- Identification cards are a property Yobel and must be produced on demand and/or returned at the point at which an employee is about to leave the Company's employment.



## 22.0 Illegal Activities & Meetings

The company frowns on such activities as illegal meetings and or activities therefore, non-official activities and meetings are not allowed on our premises at any time whatsoever. Defaulters, if reported will be dealt with in line with the disciplinary sanction

## 23.0 Induction and On-boarding

An induction programme is the process used to welcome new employees to the company and to prepare them for their new role. It is an important process as it provides an introduction to the working environment, set-up of the employee within the organization, introduction to the employer and employee rights and the terms and conditions of employment.

Every new employee should experience a pre-planned induction process designed to cover the major aspects of their job.

Essentially, the aim of an induction process should be to make the new employees understand the tenets, culture and policies of the company.

- On-boarding is a long-term process that begins before a new employee's start date and continues for at least three months.
- All new employees shall attend an orientation programme on the day of assumption of duty which shall span a period of 5 days as this forms part of the Induction process.
- A buddy is a peer to the new employee who can assist in the on-boarding process and be a "go-to" person. The goal is to welcome the new employee and introduce him/her to the Buddy, Team and environment. Appointing a buddy is the responsibility of the Supervisor or Head, Administration, and another good way of ensuring the induction runs smoothly and the new employee has support close at hand
- Orientation and Induction programmes will be facilitated by the Head, Administration in conjunction with the Head of the Unit of the new employee.



## 24.0 Insubordination

- All employees are expected to follow instructions that comply with normal work ethics, company policies and regulations governing operations and employee conduct.
- Failure to comply with instructions, as defined above, is considered an act of insubordination which is a serious offence and will be treated using then disciplinary matrix.

## 25.0 Insurance Cover

- The company shall maintain staff insurance policies to assist staff and their dependents in the event of unplanned unfortunate circumstances.
- Employees are covered by the relevant schemes from the first day of their employment with the company until the day of termination or retirement.
- All staff will be required to notify the Head Administration of any change to their list of beneficiaries.
- Notification of accidents/death of an employee must be given within 72 hours of occurrence as late submission could jeopardize claims under the insurance policy.
- The main policies to be provided are:
  - National Health Insurance Scheme
  - Workmen's Compensation for field workers

## 26.0 Leave Policy

- The Company has established this policy to ensure that leave administration is consistently applied across the company in a manner that enables the company to allow staff the flexibility to meet personal demands without allowing the operations of the company to suffer.
- The leave calendar year runs from January to December of every year.
- The Company recognises the following types of leave:
  - Statutory Leave
    - This refers to leave that the company is required to provide to employees in terms of the applicable employment legislation and include:
      - a. Annual Leave



- b. Sick Leave
    - c. Maternity Leave
  - o Non-statutory Leave
    - This refers to any other type of leave, approved solely at the discretion of the Management of Yobel for the benefit of employees and include:
      - a. Compassionate Leave
      - b. Paternity Leave
      - c. Unpaid Leave
      - d. Examination Leave
- Any unauthorised absence from work within a two-day period will be treated as unpaid leave.
- Unauthorised absence exceeding three working days will be treated as abandonment of duties in line with Yobel disciplinary codes.
- This leave Policy applies to Permanent and Contract employees

## **26.1 Annual Leave Policy**

- Employees' use of the annual leave entitlement as set out in this section is subject to the approval of the employee's Supervisor and the Head Administration or the CEO as the case may be.
- Employees shall be entitled to 20 working days leave in every calendar year which can be split.
- Employees who are of the opinion that their Supervisor is withholding leave unreasonably should liaise with the Head Administration for intervention.
- Leave must be taken at a time that is convenient for the employee's department. However all departments must endeavour to arrange their work schedules to accommodate employees' leave plans.
- The Company cannot be held responsible for any losses that an employee may incur in respect of leave arrangements made prior to the approval of leave.
- The Company reserves the right to cancel previously approved leave under exceptional circumstances or good business reasons.
- If an approved leave is cancelled, the Company will refund the employee in full for any expenses that the employee has incurred (e.g. payment of deposits, tickets, etc.), provided that proof of such expenditure is provided.
- Where an employee's leave is cancelled or leave days remain unused for justifiable reasons, an employee may accumulate the number of unused



- leave days with the agreement the Supervisor such that the accrued leave days may be used in the following year.
- Leave days can only be accumulated to a maximum limit of 30 working days in any given year.
  - If an employee does not report to work after the expiration of an approved period of leave, the period of overstayed days shall be considered as an unauthorised leave and will be treated as unpaid leave. The Supervisor will be required to report such occurrences to the Head Administration.
  - In case of unauthorized leave, the employee shall be regarded as having abandoned employment after three working days. The sanction for abandonment of duty is termination. The Administrative Department shall issue the sanction in consultation with the Supervisor.
  - All confirmed permanent employees are eligible and entitled to annual leave.
  - Unconfirmed staff may only take the number of days that they have accrued for the period preceding the time of request, subject to Supervisor's approval.

## **26.2 Leave Allowance**

- Employees shall be entitled to an equivalent of one month basic salary as leave allowance
- Leave allowance which is payable once a year, will be paid in the month preceding the month of leave, provided that the:
  - Employee indicates such on the leave request form
  - Request is made before the closing payroll processing
- Employees who have not requested for the annual leave allowance by the month of November will be paid the allowance in the month of December irrespective of whether they apply for it or not.
- Payment of leave allowance shall be prorated according to the employee's employment date and effective date of last salary increase, where applicable.
- Payment in lieu of leave will be made only if an employee's service terminates before the commencement of leave or under exceptional circumstances with the approval of the CEO.

## **26.4 Leave in excess of Annual Entitlement**

- Leave taken in excess of the normal leave entitlement will be considered as unpaid leave, due approval by the Line Supervisor will be required.



- If the employee has proceeded on leave and requires additional leave days, the employee will be required to return to work to apply for the excess leave days and secure the Supervisor's approval.

## **26.5 Exit and Termination**

- Upon termination of employment or retirement from the Company, the Company will payout all leave due to the exiting employee up to a maximum of 20 working days.
- Employees who either terminate their employment or whose appointments are terminated for any reasons before proceeding on annual leave shall receive payment in lieu of leave at their monthly rate of pay.
- Annual leave in the last month of employment before resignation is not permitted likewise, unutilised leave days shall not be used to offset resignation notice.

### **Procedure**

- At the beginning of the year, Supervisor's shall discuss with their employees and agree on their leave dates for the year.
- Line Supervisors shall be responsible for preparing their departmental leave rosters for the year.
- Employees shall apply for annual leave through their Supervisors to the Administrative Department at least five working days before the proposed start date of leave.
- It is the Line Supervisor's responsibility to ensure that employees apply for leave and obtain necessary authorisation before they proceed on leave. All employees must ensure that they apply for leave by filling the approved leave form and secure supervisors' approval, submit to the Administrative department before embarking on such leave.

## **26.6 Sick Leave Policy**

- Sick leave is granted with full pay to employees who are temporarily absent from work for medical reasons.
- Employees' use of the sick leave entitlement as set out hereunder is subject to the approval of the employee's Supervisor and the Head, Administration:
  - Employees should notify their Supervisors when they are not able to come to work due to illness. In the absence of the Supervisor, they should inform the Supervisor's Supervisor who is then required to inform the Head Administration.



- Such notice must be given before the commencement of scheduled working hours. In addition, the Administrative Department must be alerted to the nature of the illness or source of injury, either by the Supervisor.
- The Supervisor is accountable for ensuring that absences are reported to the Head Administration.

### **Sick Leave Entitlement**

- All full-time employees are entitled to 10 working days sick leave per annum.
- Sick leave in excess of the above entitlement must be taken as either unpaid leave or annual leave except in the instance of proven prolonged illness.
- Sick leave cannot be accumulated. This means that at the end of the 12 month cycle the sick leave day's balance is zero.
- Beyond five working days on sick leave the employee is required to alert the Head Administration of their condition. The Head Administration is required to engage the hospital and advise CEO of the prognosis and likely sick leave duration to aid work planning. The Head Administration will also be required to supervise care to facilitate recovery.

### **Documentation**

- Employees who are absent from work due to illness must notify their Supervisor who is required to inform the Head Administration.
- Where sick leave days are in excess of one day, a sick certificate must accompany such application, failing which, such absence will be deemed as unauthorised absence.
- Sick leave taken for one day must be logged on the leave form but in this circumstance, self-certification will suffice.
- Only original copies of sick certificates will be regarded as valid documents for sick leave applications.
- An employee is required to send the hospital certificate/medical permit to the Head Administration with a copy to their Supervisor as soon as it is received; they shall use the medical permit to apply for sick leave.
- Sick certificates are only acceptable where the visit to the doctor has taken place at the onset of, or during the period of absence. Certificates dated on or after the date of return to work are not valid.
- Employees who are absent from work on the day immediately preceding or following a weekend or a public holiday will be required to submit a sick certificate.



- Employees who do not submit a sick certificate, would not be paid for the time that they were not at work. Where necessary, appropriate disciplinary action will be taken.
- All sick leave applications without supporting sick certificates/permits as at the end of the month will be treated as unpaid leave and actioned accordingly.
- Employees who fall ill while on annual leave will have an equivalent number of days added to their annual leave entitlement subject to the following conditions:
  - The Company is notified of such illness within 48 hours of the employee falling ill;
  - A sick certificate is submitted to the Administrative Department on the first day of the employee's return to work.
- Sick leave taken in excess of ten working days within the first year of employment and twenty working days after first year of employment per year will be regarded as prolonged illness.
- If prolonged sick leave is required, such cases will be dealt with on an individual basis in consultation with the Administrative Department and Supervisor. Prolonged sickness applies only to cases of medically confirmed severe illness, terminal illnesses or temporary or permanent incapacitation of any employee. The CEO must be informed of employees on prolonged sick leave.

## **Procedure**

- Employees who are absent from work due to illness must report to their Supervisor who will in turn inform the Administrative Department immediately. Such employees are expected to submit supporting documentation to the Administrative Department as soon as possible.

## **26.7 Maternity Leave Policy**

- The Company's maternity leave policy has been established to provide employees with the security of employment upon their return from maternity leave within the stipulated time.
- The Company's policy is to grant a maximum of four months maternity leave (annual leave inclusive) to female employees to enable them have their babies and nurse them.



- The Company will pay up to three months maternity leave to female employees and the fourth month (optional) will be considered as unpaid leave.
- Female employees will not be entitled to annual leave in the year for which they qualify for maternity leave. An annual leave allowance shall however be paid.
- An employee must take maternity leave at least four weeks before the birth of the child(ren) and for at least six weeks after the birth of the child(ren), in compliance with labour law.
- An employee who does not take maternity leave at least four weeks before the birth of the child (ren) and for at least six weeks after the birth of the child(ren), will be required to provide the Company with a Doctor's certificate certifying that she is fit to work, as the Company will not be held responsible in the event of any emergencies/eventualities.
- Employees' use of the maternity leave entitlement as set out above is subject to the approval of the employee's Supervisor and the Head, Administration.

### **Maternity Leave Entitlement**

- Female employees are qualified for paid maternity leave only if they have completed the required probationary period of six months and their appointment has been confirmed.
- If an employee has completed the probationary six months but is yet to be confirmed at the time of proceeding for maternity leave, barring any other issues, she will be paid 50% of her salary.
- If the employee has to proceed on maternity leave before the completion of the probationary period and confirmation of employment with the company, such maternity leave shall be without pay.
- If an employee has a miscarriage or delivers a stillborn child during the third trimester (or at the age of viability as dictated by recent medical trends, approximately 26 weeks and above), the employee will be entitled to maternity leave of six weeks after the miscarriage or stillbirth, as the case may be, regardless of whether the employee has commenced on maternity leave or not.

### **Procedure**

- A female employee can only proceed on maternity leave on the condition that she:



- Applies for maternity leave two months before commencement of the leave through her Supervisor to the Administrative Department.
- Submits a medical certificate signed by a medical doctor stating expected delivery date.
- The Company reserves the right to ask an expectant female staff to proceed on maternity leave where it is evident that such employee's productivity has declined significantly or that she cannot perform on health grounds.

### **Time-off during pregnancy**

- Female employees will be given appropriate time off to attend antenatal clinics or doctor's examinations as follows:
  - once a month during the first three months of the pregnancy and
  - twice a month during the fourth to sixth (months and once every week during the last three months of the pregnancy)
- Time-off for the purpose of the policy means a few hours away from work and should not be the entire day.
- Applications for time off must be made at least twenty four hours before taking time off.

### **Right to Return to Work**

- Employees who go on maternity leave are guaranteed the right to return to work, provided that such leave is taken in accordance with this policy.
- Employees who take maternity leave are not obliged to resign from the Company. Such employees' service with the Company will be treated as continuous for the period that they are absent from work.
  - Approval for request for extended maternity leave beyond the maximum period of four months based on medical grounds for a mothers' illness before or after delivery will be treated on a discretionary basis by the Administrative Department. Request for additional leave on medical grounds for the newborn will also be treated discretionarily. The time permitted beyond the maternity leave period shall not exceed the allowed compassionate leave period.
- It is a requirement of the maternity leave policy that an employee's Supervisor is expected to hold an employee's job open while on maternity leave. Where this becomes unrealistic due to the nature of the employee's function, the employee will be reinstated to a position on the same level upon return.

### **Financial Arrangements**



- Employees will receive 100% of their salary during the first three months of maternity leave.
- Employees who elect to take a fourth month of maternity leave will be required to take unpaid leave and will receive no pay in the fourth month.
- Any additional maternity leave taken will be unpaid leave (as granted, subject to the discretion of the CEO in consultation with the relevant Supervisor.
- An employee's right to all other approved benefits will continue during the period of paid maternity leave.

### **Adoption**

- Adoptive mothers of babies up to the age of six months will be entitled to two months' paid maternity leave. The Company requires a month's notification of the employee's intention to proceed on such leave.
- The company requires at least 12 months of continuous service from employees before application can be granted.

### **Benefits upon Resumption from Maternity Leave**

- A nursing mother will be given an option to close from work one hour before the normal closing time or to resume one hour after normal resumption time for a maximum period of three months following the end of maternity leave. The employee shall be consistent on at least a monthly basis with the option taken.
- All new mothers are entitled to reasonable paid-time off work (a few hours on the assigned date) for postnatal care as recommended by a medical practitioner. Therefore, reasonable time off work for the purposes of vaccinations and paediatric care will be granted. Employees shall however give at least 48 hours notice to their Supervisors and provide documented evidence of their visit to the hospital.

## **26.8 Compassionate Leave Policy**

### **Compassionate Leave Entitlement**

- An employee may take leave up to a maximum of five working days over and above the annual leave benefit as compassionate leave per year; on one or more of the below-mentioned circumstances.
- Compassionate leave shall cover, but is not limited to, the following circumstances:
  - Serious illness of an immediate family member;

- Death or funeral attendance of a family member or close relative;
- Personal court appearances;
- Situations where a family emergency exists and the presence of the employee is imperative.
- Serious illness for the purpose of this clause shall refer to illness that is potentially life threatening and may involve hospital admissions.
- Employees shall engage their Supervisors/Managers for approval to take a few hours in the day off work to attend to routine medical intervention concerning their family members if their presence is required.
- Family members for the purpose of this clause refers to members of the employee's nuclear family including spouses and children (biological and adopted), mother, fathers, brothers, sisters and in-laws.
- Close relatives for the purpose of this policy refers to first line relatives including uncles, aunties and first cousins only.

#### **Compassionate Leave Benefit**

- Compassionate leave not taken will not be paid out even upon exit of the employee from the Company and cannot be accumulated.
- Where there is a conflict as to the circumstance under which an employee can take compassionate leave, the employee's Supervisor in consultation with the Administrative Department will be responsible for clarifying such circumstances.
- The Administrative Department, in consultation with the Supervisor, will be responsible for determining the appropriate duration of compassionate leave to be granted to employees, at any one instance.

#### **26.9 Paternity leave Policy**

- A period of five days paid leave will be granted for male employees at the occasion of the birth of their child(ren) and must be utilised within three months from the birth of the child. This leave is intended so that male employees may support their families.
- The paternity leave entitlement cannot be commuted to cash or accumulated. Paternity leave not taken will not be paid out upon exit
- The employee is entitled to paternity leave for one wife.

#### **Procedure**

- Employees can only proceed on paternity leave subject to the following conditions:
  - The employee's appointment has been confirmed.



- An application for paternity leave has been made through the Supervisor to the Head, Administration.
- Submission of a birth certificate or any other supporting documentation relating to the birth of the child(ren)

## **26.10 Unpaid Leave Policy**

- Yobel's voluntary unpaid leave policy has been established to:
  - Cater for situations where the staff has fully utilized all applicable forms of leave and has to be away from work for emergency purposes.
  - Ensure that jobs are kept open for a specific period in order not to lose promising and efficient employees.
  - Provide an avenue for unconfirmed staff to take time off in the event that they require more leave days than the number of days they have accrued at the time of the request.
- All permanent staff are eligible for the following types of voluntary unpaid leave:
  - The maximum number of days a staff may request through Supervisor approval is thirty working days, beyond which the approval of the Head, Administration and CEO is required.
  - The period of unpaid leave shall be counted as part of number of years spent in the service of the company.

### **Procedure**

- Employees shall apply through a formal written application to the CEO through the Head Administration for study leave.
- Employees are required to give the organisation three months' notice for Voluntary Unpaid Leave exceeding thirty days.
- Approval is at the discretion of the CEO

## **26.11 Examination Leave Policy**

The Yobel examination leave policy has been established to:

- Encourage employees in their self-development initiative.
- Provide employees with the opportunity to engage in a course of study and to write professional examinations.
- Ensure that employees continuously embark on independent knowledge development and acquisition.

### **Eligibility**

- Only confirmed employees are qualified for paid examination leave, otherwise such leave shall be regarded as unpaid leave.



- Employees shall only be allowed time off to resit any particular examination only once. Further resits shall only be granted as unpaid leave.

### **Benefit**

- The company shall grant confirmed employees paid leave for examination purposes, subject to a maximum of ten working days in a year.

### **Procedure**

- Staff shall be allowed time-off from work to attend examinations, provided that:
  - The application for leave has been submitted at least five working days before the commencement of leave with bona fide documentary evidence with the name of the institution, the staff's name and the dates and subjects.
  - In the absence of a formal examination notice from the school, employees shall be required to provide the examination timetable and a means of identification/proof that they have undergone the course of study leading to the examination. The application should be written through the Supervisor and the Head Administration.
  - On presentation of documentary proof, employees will be entitled to an examination leave in line with the provisions of this policy.
- Examination leave covers specifically the days of examinations and the preceding day for travel and/or preparation. It does not cover periods required to attend lectures. Any additional days required to prepare for the examination must be taken as annual leave.
- If an employee does not write an examination, any examination leave that was granted will be treated as unpaid leave. However, if the employee was ill and a medical certificate handed in, such leave will be treated as sick leave.
- Where an employee requires an additional full day over and above due to travel outside the work location to sit for examinations, the travel day from the examination centre shall be approved as part of the examination leave days entitlement of ten days. Travel day request shall however not exceed one day after the last day of the examination.
- Where the preceding day to the examination is a public holiday or weekend, only the examination days (if working days) will be treated as paid leave.



- Where the examination day falls on the first day of the weekend (Saturday) only the preceding day will be granted as examination leave. Staff will not be granted time-off for examinations holding on Sunday or Monday as the preceding weekend day will be regarded to be adequate time to travel.
- Where staff has examinations that fall on consecutive days, only the statutory day before the first exam will apply.
- Examination leave applications with no examination details attached will be recorded as annual leave or unpaid leave and returned to the Supervisor until proof of the examination is provided.

## **27.0 Long Service Awards**

Yobel has a policy to recognize and reward long, unbroken and meritorious service. The following milestones have been established for recognition

- 5years
  - 10years
  - 15years
  - 20years
  - 25years
  - 30years
  - 35years
- A token based on Management's decision shall be given to any employee who has met the criteria stated above
  - In addition to the token gift, qualifying employee will receive a certificate bearing his/her name and the length of service with the Company.

## **28.0 Medical Care**

Yobel shall operate a company-wide medical scheme within Nigeria. The scheme is administered through a company appointed Health Management Organisation (HMO) and caters for comprehensive medical cover for each employee, spouse and a maximum of four (4) children aged eighteen years or below.



In furthering the implementation of the employee Medicare plans, Yobel shall assume the following responsibilities on behalf of its employees:

- Pre-employment medical fitness assessment and reports required for appointment
- Annual comprehensive medical examination as provided by the company approved HMO.
- Health care coverage within Nigeria for each employee, a spouse and a maximum of four (4) children not above the age of eighteen (18yrs)
- Employees are encouraged to make arrangement for private offshore medical insurance. The financial responsibility will be borne by staff while the company will provide necessary information and logistics.
- For all employees, details of their medical entitlements will be as stated in their individual contracts/terms of employment.
- Employees and/or their approved dependents who choose not to take advantage of the company provided medical services, or who patronize medical practitioners and hospitals/clinics other than those approved by the company will not be reimbursed; such employees shall also forfeit their rights to any reimbursement or other benefits which may otherwise have been granted for any subsequent deterioration in health resulting in lack of fitness for continued employment.
- However, in cases of emergency (i.e. in a situation where a Company-approved Doctor cannot be reached), employees and their dependents may consult any medical doctor of their choice; such cases must be brought to the attention of the Head Administration within a maximum of forty eight (48) hours from the date the illness started.
- A Health care guideline shall be provided for reference.

## **29.0 Mobile Telephones**

- All employees shall be placed in a mobile phone service - Closed User Group (CUG) provided by the company to enable them carry out their official duties, i.e.
  - to keep the Company informed at the earliest opportunity of matters the Company needs to know about;
  - to be contactable by the Company, or



- to contact customer/client

The handsets for the CUG shall be replaced every two (2) years. Therefore, employees are charged with the responsibility to ensure that the mobile phone is kept charged and switched on whilst on duty.

- Where a mobile phone has been issued by Yobel, it is for business use only and at all times will remain the property of the Company. Employees will be responsible for its safekeeping, proper use, condition and eventual return (Upon resignation, termination of employment, or at any time upon request) to the Company when required. Employees shall be responsible for any cost of repair or replacement other than fair wear and tear before the replacement period.
- Specific employees required to interface/communicate with external clients shall be entitled to monthly mobile phone subscription as stated in their individual employment letters.
- Employees shall comply with all federal, state, and local laws and regulations regarding the use of mobile technology devices including cell phones. Incoming or outgoing cellular phone calls are not allowed while driving. Sending or reading text messages, emails, dialing cellular phones, viewing television, videos, or DVD's and inputting data into laptop computers, personal digital assistants or navigation systems are prohibited while driving.

### **30.0 Office and Work Area Housekeeping**

- Personal visitors are not encouraged in the company premises during official hours.
- Every employee is responsible for keeping his/her work area in an orderly and tidy condition at all times.
- There should be no hawking of food (cooked & uncooked) in the office.
- Employees are not allowed to eat cooked food at the work area except in the canteen; only snacks with tea are allowed.
- Walkways should be kept free of obstructions.
- Spillages of any sort must be cleaned promptly.



- Each employee is responsible for the proper maintenance of each piece of work equipment assigned to him/her.
- Where an employee is found to be negligent or willfully damages company property or equipment, the cost of that equipment shall be borne by that employee.
- Yobel shall do its best to ensure the safety of employees' personal property within the company's premises; however no responsibility or liability will be accepted by the company for the loss of or damage to any such property.
- No equipment or articles belonging to the company may be taken out of the premises by any employee without written permission from the Head of Department/ Supervisor. All parcels being carried out of the premises will be searched according to the Company's established security procedures.

### **31.0 Office Etiquette**

Office Etiquette or Office Manners is about conducting oneself respectfully and courteously in the office or workplace - It applies to coworker interaction, excluding interactions with external contacts such as customers and suppliers. Office etiquette includes;

- Punctuality & Attendance - Be on time to work and scheduled meetings; do not sneak out early – people depend on you to get a job done in agreed work period. For a complete information refer Attendance & Absenteeism sections.
- Dressing
  - Use perfume and cologne sparingly – coworkers may have allergies or sensitive noses
  - Adhere to Yobel's dress code; Refer to the Dress Code section for a complete information on the company's Dress code policy
- Respect
  - Be respectful and friendly to everyone – good rule to follow in general
  - Do not tell offensive or dirty jokes
  - Use your manners – knock before entering an office, do not interrupt conversations, and say please and thank you
  - Do not gossip about or criticize coworkers – no one likes to be talked about behind their back and it's just not nice



- Respect your coworkers' privacy – do not listen to phone conversations
- Politeness
  - “Please” and “Thank You” are still magical words. Always use them at every opportunity as these demonstrate respect to people with whom you’re dealing with
  - Take responsibility for your mistakes – apologize to all parties involved and correct the mistakes immediately
- Personal Hygiene
  - **Do not groom yourself at your desk.** Trimming your fingernails, combing your hair, and putting on makeup should be taken care of at home or at least kept to the office bathroom
  - Clean your own dishes and do not leave food in the refrigerator – the office cleaning service is not responsible for kitchen maintenance
- Noise
  - Use of Phone - Speaker phones, ringing cell phones are just a few of the sources of noise that cause distraction in the open office environment. Avoid placing your phone on speaker. Put your cell phone on vibrate and – it’s distracting to hear various ringtones throughout the office or the use of loud ring tones
  - Use your indoor voice – talking loudly in open areas may disturb coworkers on the phone, in a meeting, or trying to concentrate
  - Personal Entertainment – Avoid Loud Music, do use an earphone
  - Do not whistle or sing while walking through the office – it could be distracting to coworkers

## 32.0 Pension Funds

In line with the reviewed Pension Act of 2014, all permanent and contract employees shall contribute 8% of emoluments to the Pension Fund while the company contributes 10%. Only qualified exiting employees who remit pension shall benefit from the scheme. Details of the pension payable to the employee on retirement are obtainable from each employee’s chosen PFA.



### **33.0 Performance Management:**

Performance Management is the process of maintaining or improving employee job performance. At Yobel, performance is highly valued and employees whose performance is outstanding will be rewarded. Employees shall be appraised using the following methods:

#### **33.1 Performance Appraisal:**

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:

- Coaching & Counselling
- Providing continuous feedback

#### **Objectives of Performance Appraisal**

Performance Appraisal is to be done with following objectives in mind:

- To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
- To identify the strengths and weaknesses of employees to place right employees on right job.
- To maintain and assess the potential present in employees for further growth and development.
- To provide a feedback to employees regarding their performance and related status.
- It serves as a basis for influencing working habits of the employees.
- To review and retain the promotional and other training programmes.

This will be in two areas:

- Individual performance appraisals
- Team Performance appraisals

Performance Management Plan must be drawn up by the Supervisor and their direct report(s), they should talk about their performance and development goals, and create a plan for achieving those goals. Performance Management Plan for any staff whose probation period is extended for three months due to unsatisfactory performance will form the basis of the final review.



This will be an ongoing process between all employees and their supervisors which includes;

- Setting of goals
- Observation –Meet regularly to talk about progress on projects , plans and goals
- Self-Assessment and Manager Assessment – Update goals and plans throughout the year as needed
- Evaluation – Document the results and meet to review them annually

This will be done year and all performance agreements will be drawn at the beginning of the year.

### **33.2 Performance Evaluation**

Annual performance reviews are a key component of employee development. In Yobel, the performance review/evaluation is intended to be a fair and balanced assessment of an employee's performance.

The objective of performance review is to provide all employees an opportunity to:

- Discuss job performance
- Set goals for professional development
- Establish objectives for contributing to the organisation's mission
- Discuss expectations and accomplishments

The primary goals of a performance evaluation system are to provide an equitable measurement of an employee's contribution to the workforce, produce accurate appraisal documentation to protect both the employee and employer, and obtain a high level of quality and quantity in the work produced.

Performance Review Form will be completed by all employees accordingly by the end of the year and forwarded to the Head, Administration and high performers will be rewarded accordingly.

## 34.0 Per Diems

- Employees on official and business trips within and outside Nigeria, and who stay in company-approved hotels will have their personal, accommodation, transit travel and feeding expenses borne by Yobel
- All expenses associated with hotel/guest house accommodation, transportation, telephone, entertainment charges etc. must not exceed the approved daily limits per staff otherwise, the company shall reimburse only to the approved limit set by Management or advised by the Head Administration.
- Employees shall not charge expenses for both accommodation and daily per diems; staff are eligible for one or the other only.
- Employees are allowed to make personal accommodation arrangements and are not obligated to stay in hotels; in such cases, staff are allowed to collect cash in lieu subject to their approved limits. In lieu of accommodation is where an employee collects daily per diems, these need not be expended or charged.
- Reimbursement/retirement of expenses to be charged must be within seventy-two (72) hours of return and backed up with valid and complete receipts. Or the approved amount will be deducted from the employee's salary.
- Where an employee is attending a training programme or other business/official trip requiring him/her to spend time working late into the night with others in a team or group activity, the option of self-accommodation shall not be allowed.
- Where an employee adds personal vacation or other personal business to time away on an official trip, pre-approval must be obtained from the CEO; in this case, however, employees are not eligible to receive per diems or company borne expenses for days spent on personal time away from work.
- Information on accommodation, feeding and per diem limits are to be provided by the Head Administration. This information however will be reviewed annually.



## **35.0 Promotion**

Promotion is the advancement of an employee's rank or position in the organizations hierarchy system. Promotion shall be an employee's reward for good performance, i.e., positive appraisal.

- Yobel shall ensure that the employees to be promoted are able to handle the added responsibilities by screening the employee with interviews and tests and giving them training or on-the-job experience where applicable
- Accordingly performance appraisal will form part of promotion in the organization for employees on Junior – Senior Officer levels while employees on Management – Executive Management levels shall be based on availability of a post in conjunction with performance appraisal.
- The CEO has the final responsibility for promotions.
- The Administrative department is responsible for communicating promotion decisions as appropriate.

## **36.0 Public Holidays**

- Yobel shall observe all federal, public and religious holidays in accordance with Nigerian laws and promulgations.
- At Management's discretion, staff that render support services may be required to work on such days based on business needs and shall be compensated accordingly.
- Where Public Holidays fall within approved annual leave periods, such days shall not count as part of the employee's approved leave days.

## **37.0 Rehiring of Ex-Staff**

- Yobel shall rehire employees who exited properly in line with the company's exit process. However, the following will also form part of the decision to rehire an ex-staff:
  - In the event that the ex-staff has no outstanding indebtedness to the organisation
  - Has consistently being a High- Performer while in the employment of Yobel



- Does not have a poor recommendation from coming organisation

### **38.0 Relief Duty & Acting Assignment**

- Relief Duty occurs when an employee assists another employee in his/her job in the event that the employee is on vacation or on official duty. This can be employees on the same job level. This does not attract any pay for the period.
- Acting Assignment means a situation where an employee is required to perform temporarily the duties of a higher classification level for at least the qualifying period specified (one month but not more than 6 months) in the collective agreement or the terms and conditions of employment applicable to the employee's substantive level. Employees who are acting in any role are entitled to acting allowance and an official letter should be issued to the employee stating the duration. The Head, Administration in liaison with the CEO will determine employees who can act and the duration. Accordingly, any employee in an acting capacity will continue to perform his/her normal duties as stated.

### **39.0 Remuneration**

- Yobel's pay levels and structures shall be based on competitive positioning with the Company's chosen target pay market/pay group of competitors
- The Target Pay Market is defined as
  - those Organisations within similar area of operations, and other industries, viewed as peers/competitors or
  - whose performance Yobel seeks to emulate or surpass or
  - prefers to source/headhunt employees or
  - to which the Company typically loses its own employees.
- Target organisations will be reviewed each time the Business Strategy is being redefined.
- The concept of internal equity is a predominant consideration in the determination of pay ranges for the various grades in the organisational hierarchy.



- Generally, salaries and wages shall be paid monthly, in arrears, on or before the 30th day of the month, or the last working day before, where the payday falls on a weekend or non-work day.
- Contract or outsourced employees, where these exist, shall be paid as agreed in prevailing service contracts with Yobel.
- Where an employee is paid in foreign currency, the agreed currency shall form the basis of all payments; the company shall not remain liable for any exchange rate fluctuations arising between the contractually agreed currency and the reflection on the individual's account in another currency.
- Salaries shall be paid either directly into employee's accounts, or may sometimes be paid by cheque if deemed necessary.
- Information on individuals' salaries is strictly confidential and must be treated as such by each employee in the company. Employees that breach this confidentiality will be subject to disciplinary actions, up to and including dismissal.
- An employee who works for less than a full month shall have their monthly salary pro-rated and will be paid only for the number of days worked.
- Pro-rated pay calculations shall be based on the days worked/number of working days per month.

#### **40.0 Secondments**

- Currently, Yobel does not practice secondment. However, where an employee is required to travel for work to another country, he/she will be notified in writing, the duration of stay and the allowances entitled.

#### **41.0 Selling & Canvassing on Company Premises**

- Selling and canvassing is not allowed on company premises. Any employee found to be in breach of this policy, and/or who brings in or allows non-staff members onto company property to sell products shall face the applicable disciplinary measures.



## 42.0 Shift Work

- The Company runs shift operations in some of its divisions. For employees carrying out shift arrangements, where hours vary for periods of time, the affected employee will be informed in advance of the shift arrangement.
- Where applicable and at Management's discretion, compensation may be made in the form of a shift allowance, the value of which shall be at Management's discretion and based on the current overtime policy.

## 43.0 Smoking, Use of Alcohol, Drugs & Other Banned Substances

Yobel believes that a smoke-free office environment is beneficial to the health and well-being of its employees. This is in compliance with the Nigerian Tobacco Products Control Amendment Act 1999 Act No.12). Tobacco smoking in the workplace may result in health and safety hazards for the workforce. Employees are therefore expected to observe practical guidelines to minimize the risk of fire, discomfort to others and health risks through passive smoking.

- Smoking is prohibited in all of the enclosed areas within the Yobel office areas, without exception. This includes reception areas, waiting areas, conference rooms, toilets, canteens, hallways and areas containing equipment, used by employees in common.
- The only designated smoking area in the Company is outdoors away from the entrance of the building.
- No employee shall present him/herself for work under the influence of any behaviour-altering substance.
- During social functions, employees are allowed to consume alcohol; however, such must be limited to amounts that do not result in the loss of decency and reasonable levels of professionalism as is expected by the
- Employees are not allowed to use drugs and any other behaviour-altering substances during official working hours, on company premises and/or at any company sponsored events. Any employee who has to take prescribed drugs that might affect his/her performance and behaviour should discuss the matter with his/her Manager and Head Administration.



- Any violation of the policy will attract the appropriate disciplinary action following the disciplinary matrix.

#### **44.0 Staff Bus Service**

The Company currently does not provide staff bus service for its employees.

#### **45.0 Staff Facility**

In recognition of the difficulty typically encountered by individuals in attempting to secure loans from Banks/Financial Institutions, the company supports the provision of loans termed Rent Loans or Salary Advances to employees through various Staff Loan Schemes.

##### **48.1 Rent Loan**

The company does not grant mortgage loans to employees except Rent loans. Employees therefore can only access loans in the event that they want to pay for rent. This means that loans can be processed for employees for rent purposes which shall be subject to the following

Eligibility:

- Only confirmed employees who have worked for 2 years uninterruptedly shall be eligible for the facility; however, Management has the final discretion in granting rent loans to any employee.
- The maximum rent loan entitlement that is normally granted to an employee shall be 33.3% net his annual salary.
- The granting of rent loans is subject to careful review to ensure that funds are used for the purpose intended and each loan application will be considered on its individual merit.
- Repayment period will not usually exceed 24 months except with the CEO's approval.
- Rent Loan deductions will be made on a monthly basis.



## **48.2 Salary Advances**

Employees are entitled to salary advance which may be at management's discretion, subject to the following:

- Such salary advances must not exceed 33% of monthly salary
- Salary advances shall be recovered in the next payroll period after the advance is taken

## **48.3 Vehicle/Car Loan**

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## **48.4 Procedures & Guidelines for Request**

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## **46.0 Staff Records**

- The retention of comprehensive personnel information about current and ex-staff is a legal requirement and an obligation of employers to regulatory authorities.
- To fulfil this obligation, comprehensive, up-to-date and accurate personnel data will be kept on all Yobel's workforce. Such information shall be considered to be confidential and cannot be released without authorization.
- At the point of employment or periodically during employment, all employees are required to provide and/or date all personal information relating to both themselves and their families.
- Personnel data will be kept in hard copy (in employee files) in a safe enclosure.
- Employee files/records will generally include the following documents and information: Application Letter (with attached Resume/CV); Employment Test and/or Interview Sheets; Reference Letters; Performance Appraisal Forms & Results; Compensation & Salary Details; Career Progression Documentation; Salary and Promotion History; Work Assignment Details; History of Discipline (e.g. queries, warnings, suspension etc.); Training History/Courses Attended and Course Reports; Personnel Admin. Memos (e.g. relating to leave, exams, illness, etc.), NYSC Certificates, Degree Qualifications.



- Yobel's assigned information, which may include office telephone numbers, telephone directories, e-mail addresses, work facility or location information and addresses, is not considered to be Personal Information. The Company retains the right to communicate and distribute such information as it deems necessary to conduct its operations.
- All employee records shall be well secured and will be accessible only to duly authorised staff.
- At written request to the Head, Administration, employees may obtain photocopies of specific documents (e.g. school certificates) from their personnel files.
- Any change in personal data including name, marital status, births, residential address, name and address of next of kin, etc. must be immediately communicated to Head, Administration.
- Any misrepresentation of facts shall be regarded as serious misconduct and will attract the appropriate disciplinary action, as specified in the company's disciplinary procedures.

## **47.0 Terms of Employment**

- The terms of employment governing each employee of Yobel shall be stated in each individual's contract of employment, Confidentiality Agreements, other Contractual Agreements and as specified in prevailing company's governing terms of employment.

## **48.0 Training & Staff Development**

The Management Team, through appropriate staff consultation and development review processes, will identify, plan and provide staff training and development programmes as part of the Company's strategy for the achievement of its organisational aims, objectives and ensuring employees are able to reach the full range of their performance potential. Specific aims and objectives will be identified for each programme.

These programmes will cover:

- Induction (organisational, team and role)



- Knowledge and skills enhancement
- Professional and career development
- Training shall be a continuous process through which individual performance and competencies will be improved based on formal and informal performance feedback; training shall also be the vehicle through which requisite skills and knowledge will be transferred in order to build up a knowledgeable and empowered workforce
- At the end of each quarter, a comprehensive induction programme shall be held for all new hires in the period.
- A Competency Matrix shall be in place that defines the minimum technical, supervisory, leadership, management development and general knowledge requirements applicable to employees in different functional areas and at various levels.
- Each unit shall have a Training Curriculum which will be based on the competency matrix and shall also form the basis for the development of individual training plans for the year, in addition to specific personnel development initiatives required to address any individual performance issues noted through the appraisal process.
- Both local and international training courses shall be available to employees, as may be required from time to time, to provide employees with requisite competencies.
- Emphasis shall however be on taking advantage of locally available course vendors and programmes for more general management development training, while specific technical courses that are unavailable within the local environment shall be sourced internationally where required.

#### **49.0 Transfers (Temporary & Permanent)**

- Yobel conducts its business in several locations in Nigeria and any other country within which it has business interests.
- Employees may therefore be required to work in any business location or in any country where Yobel operates.
- Yobel reserves the right to transfer or redeploy its employees based on work requirements and at any time.
- Transfers may be either Permanent or Temporary as follows:



## **49.1 Permanent Transfers**

- Where an employee is transferred from his/her original place of engagement to another location, the Company shall pay/refund the cost of transportation of self, a spouse and a maximum of four (4) children, based on accepted company-approved modes of transportation and costs from time to time.
- Yobel shall also provide a vehicle or pay the cost of transporting existing rates at the time of the transfer.
- In addition, accommodation will be provided to the transferred employee for a maximum period of twenty eight (28) days in a company-approved hotel/guest house within which time the transferred employee is expected to source personal accommodation in the new location.
- Where a newly transferred employee decides to make personal arrangements during the initial 28 day period, payment shall be made to him/her in lieu of hotel accommodation at the subsisting daily out -of- station allowance or per diem rates.

## **49.2 Temporary Transfers**

- Employees on Temporary transfer will be housed in a Company - approved hotel or guest house for the duration of the assignment.
- Where an employee on temporary transfer decides not to stay in a hotel, he/she shall be paid the applicable daily out-of-station allowances or per diems for his/her band based on the Yobel's approved amount.

## **50.0**

## **51.0 Travel**

### **Planning & Approvals for Local and International Travel**

- No employee may approve his/her own travel plans and expenses; the approval of the Supervisor, and/or HOD is required.
- The CEO shall approve all international trips and associated expenses.
- Confirmations of business travel relating to the procurement of Visas, Tickets and other required travel documentation are to be handled by the Travel Team in the Services Department, which relates with the company-approved external travel agents to process same.



- For all official and business trips, employees must take all necessary
- Should an employee wish to extend a business trip to include approved personal leave, this extra time should be processed through the normal Annual Leave approval processes.
- The company will not bear any additional expenses in respect of any employee that wishes to attach personal offshore trips with official trips and travel.

## **52.0 13th Month**

- Yobel shall pay its employees an equivalent of one month basic salary as 13<sup>th</sup> month pay on the second Friday of every December to all employees that have worked one full year.
- Any employee who has worked for less than a year shall have his/her 13<sup>th</sup> month pay pro-rated and will be paid based only on the number of months worked in a year.
- All contract staff whose employment letter do not state that the 13<sup>th</sup> month pay is included in the monthly salaries are exempted from this policy