



**HUMAN RESOURCES POLICIES AND
INTERNAL REGULATIONS**

TABLE OF CONTENTS

INTRODUCTION	5
FORWARD	5
PURPOSE AND USE OF THE HANDBOOK	6
SCOPE AND APPLICATION	6
EFFECTIVE DATE	6
AMENDMENTS AND REPEAL OF POLICIES	6
COMPANY HISTORY	7
OUR VISION	7
OUR MISSION	7
SECTION 1: EMPLOYMENT AND ORIENTATION	8
1.1 PRINCIPLES OF EMPLOYMENT	9
1.2 RECRUITMENT POLICY	11
1.3 EMPLOYEE REFERRAL PROGRAM (ERP)	22
1.4 EMPLOYMENT OF RELATIVES	25
1.5 EMPLOYMENT OF FORMER EMPLOYEES	27
1.6 BACKGROUND SCREENING POLICY	28
1.7 EMPLOYEE ON-BOARDING AND ORIENTATION	33
1.8 PROBATION	36
1.9 EMPLOYMENT CLASSIFICATION	39
1.10 CONTRACT OF EMPLOYMENT	41
1.11 JOB DESCRIPTIONS	43
1.12 MANAGER'S RESPONSIBILITY	44
SECTION 2 : GENERAL WORK CONDITIONS	46
2.1 DIVERSITY AND INCLUSION	47
2.2 DRESS CODE	49
2.3 BUSINESS CARDS	52
2.4 DRUG, CIGARETTE AND ALCOHOL FREE WORK PLACE	53
2.5 INVOLVEMENT IN POLITICAL ACTIVITIES	55
2.6 INVOLVEMENT IN CHARITY /NOT PROFIT ORGANISATIONS	56
2.7 SELLING, CANVASSING AND OTHER COMMERCIAL ACTIVITIES ON ECOBANK PREMISES	57
2.8 HR RELATED POLICIES	58
SECTION 3: PERSONNEL RECORDS	60
3.1 EMPLOYEE PERSONNEL FILES	61
SECTION 4: ATTENDANCE AND LEAVE	65
4.1 HOURS OF WORK	66
4.2 ANNUAL LEAVE	69
4.3 SICK LEAVE	72

4.4	MATERNITY / ADAPTIVE LEAVE	74
4.5	PATERNITY LEAVE	76
4.6	EXCEPTIONAL PAID LEAVE	78
4.7	ADMINISTRATIVE LEAVE	80
4.8	UNPAID LEAVE	81
4.9	STUDY LEAVE	82
4.10	SABBATICAL LEAVE	83
SECTION 5: EMPLOYEE WELFARE		85
5.1	WORK LIFE BALANCE	86
5.2	EMPLOYEE ASSISTANCE PROGRAM (EAP)	88
5.3	BEREAVEMENT POLICY	91
5.4	EMPLOYEE WELLNESS PROGRAMS	94
5.5	SOCIAL ACTIVITIES AND COMPANY EVENTS	96
5.6	EMPLOYEE HEALTH AND SAFETY	98
5.7	COMPANY IDENTIFICATION CARDS	100
5.8	INFECTIOUS AND LIFE THREATENING DISEASES	102
5.9	HIV/AIDS POLICY	104
5.10	VIOLENCE IN THE WORKPLACE	108
5.11	STRESS MANAGEMENT	110
5.12	HARASSMENT AND BULLYING	112
SECTION 6 : EMPLOYEE RELATIONS		115
6.1	LOCAL LABOR LAWS	116
6.2	WORKPLACE RIGHTS	117
6.3	COMPLAINTS & GRIEVANCES POLICY	119
6.4	DISCIPLINARY PROCEDURE POLICY	123
SECTION 7: PERFORMANCE MANAGEMENT POLICY		131
7.1	PERFORMANCE MANAGEMENT AT ECOBANK	132
7.2	S.M.A.R.T OBJECTIVES SETTING	139
7.3	PERFORMANCE REVIEW ROLES AND RESPONSIBILITIES	142
7.4	FAILURE TO MEET PERFORMANCE OBJECTIVES	144
SECTION 8: LEARNING AND DEVELOPMENT		148
8.1	LEARNING AND DEVELOPMENT POLICY	149
8.2	DEVELOPMENT PLANS	154
8.3	LEARNING AND EDUCATIONAL ASSISTANCE	155
8.4	PROFESSIONAL DEVELOPMENT THROUGH MEETINGS / SEMINARS	158
8.5	TRADE AND PROFESSIONAL ASSOCIATIONS	159
8.6	CAREER DEVELOPMENT	160
8.7	PROMOTIONS	162
8.8	REASSIGNMENTS (TRANSFERS)	169
8.9	INTERNAL TRANSFERS	171
8.10	SHORT TERMS ASSIGNMENTS	173
8.11	REGIONAL TRANSFERS OF EMPLOYEES - LONG TERM ASSIGNMENTS	175
8.12	TRANSFERS OF INTERNATIONAL EMPLOYEES	178

SECTION 9: TALENT MANAGEMENT	181
9.1 TALENT MANAGEMENT AT ECOBANK	184
9.2 SUCCESSION PLANNING	188
SECTION 10: COMPENSATION & BENEFITS.....	192
10.1 COMPENSATION.....	193
10.2 SALARY PAYMENT	198
10.3 SALARY INCREASES & ADJUSTMENTS	199
10.4 SALARY ADVANCES	203
10.5 BENEFITS PROGRAM.....	204
10.6 REWARD & RECOGNITION	211
10.7 END OF SERVICE PAYMENTS	213
SECTION 11: CESSATION OF EMPLOYMENT	215
11.1 VOLUNTARY & INVOLUNTARY SEPARATION.....	216
11.2 TERMINATION OF EMPLOYMENT AND DISMISSAL.....	220
11.3 RESIGNATION	226
11.4 RETIREMENT	229
11.5 RETRENCHMENT AND REDUNDANCY	231
11.6 DEATH OF AN EMPLOYEE	234
11.7 EXIT INTERVIEWS	236

INTRODUCTION

IMPORTANT NOTE

This Human Resources Manual is made pursuant to and in application of the Ordonnance No... of the Republic of Togo; the Headquarters Agreement of 1983 between ETI and the Republic of Togo and the Articles of Association of ETI as from time to time amended (together the Constitutive Instruments). Where there is any conflict between any provision of this Manual and the provisions of the Constitutive Instruments, the Constitutive Instrument shall prevail. In line with the Constitutive Instruments, where there is any conflict between any provision of this Manual and any law in the Republic of Togo, the provision of this Manual shall prevail.

FORWARD

This Human Resources Policy Manual (the Manual) expresses the fundamental principles and mutual rights and responsibilities comprising the relationship of employment between Ecobank Transnational Incorporated (ETI or Ecobank or the Company) and its employees. It is the policy of Ecobank to employ people on the basis of their qualifications and with assurance of equal opportunity and treatment regardless of race, religion, color, sex, age, ethnic background, disability, or marital status.

Our commitment to our people is key to our growth and success as a business. We value our people and will strive to provide each and every employee with a wide range of professional and personal opportunities to expand their horizons, enhance their strengths and talents, and maximize their potential. We provide a continuous learning environment where creativity is encouraged, celebrate and harness diversity where respect and integrity are the core values of our Company. Our footprint in the African region offers opportunity for our employees to work across multiple countries enabling them to develop their careers locally and globally. The Company appreciates the hard work put in by its employees and has put in place a competitive reward and benefits program

As the leading Pan African Bank Holding Company with international reputé Ecobank has obligations and responsibilities above and beyond those of most other financial institutions. How well Ecobank measures up to the expectations of its customers and partners depends on the job performance of each employee whatever his/her assignment may be. It is the responsibility of individual employees to ensure their respective jobs are performed with diligence and integrity and work collectively to safeguard the integrity of the Company.

Changes in economic conditions, demographic trends, technology, and statutory obligations amongst other changes require that the policies are monitored and updated on a regular basis. When such changes occur, the Human Resources team will review and update the Manual and issue revised pages to all employees.

Regardless of whether you are newly employed or have years of service with Ecobank, you should take time to familiarize yourself with this handbook. It is intended to help you establish a successful working relationship as a member of the Ecobank community.

PURPOSE AND USE OF THE MANUAL

This HR Manual is designed to serve the following needs:

- To assist in the development of sound and consistent human resource practices at ETI. To serve as a written declaration of ETI's commitment to fair employment practices.
- To serve as a basic tool of communication between the Company and all employees
- To foster communication and promote understanding between staff and their supervisors
- To outline organizational rules and requirements
- To provide guidelines for managerial action in making uniform and consistent decisions and in resolving problems
- To communicate Human Resources Policies and provide the Procedures and guidelines at ETI in respect to employees' conditions of service, rights and privileges.
- To help to foster an environment that respects the differences that each employee brings to the workplace.

Since no one manual can answer all the questions that an employee may have, staff are encouraged to contact their Supervisors, Managers or HR Department if they have additional questions or want further clarification of these Policies and Procedures.

The HR Policies and Procedures Manual works in conjunction with Letters of Appointment of employees and, except where specifically stated, the provisions of the Letter of Appointment take precedence over the terms and conditions stated in the Manual.

The policies stated in this Manual shall prevail in the event of any conflict between the Manual and any oral statement about the Manual or its contents.

SCOPE AND APPLICATION

The policies described in this manual are applicable to all Ecobank Transnational Incorporated (ETI) employees. Employees shall also be subject to additional rules notified by the Company from time to time.

In the absence of any contrary provisions in this Manual or the Articles of Association of ETI, local Togolese law on the particular matter shall apply.

EFFECTIVE DATE

The policies outlined herein take effect immediately. This employee policy Manual replaces and supersedes any and all other prior editions of policies whether written, oral or part of Company tradition.

AMENDMENTS AND REPEAL OF POLICIES

Circumstances may arise which dictates that changes to these policies are required. The Company will therefore at its discretion, amend or repeal these policies in whole or in part and the Human Resources team will promptly communicate any amendments of the Human Resources Policy Manual approved by the Board of Directors to all employees.

COMPANY HISTORY

Ecobank Transnational Incorporated (ETI) a public limited liability company was established as a Bank holding company in 1985 under a private sector initiative spearheaded by the Federation of West African Chambers of Commerce and Industry with the support of ECOWAS. In the early 1980's the banking industry in West Africa

was dominated by foreign and state-owned Banks. There were hardly any commercial Banks in West Africa owned and managed by the African private sector. ETI was founded with the objective of filling this vacuum.

The Federation of West African Chambers of Commerce promoted and initiated a project for the creation of a private regional banking institution in West Africa. In 1984, Ecopromotions S.A. was incorporated. Its founding shareholders raised the seed capital for the feasibility studies and the promotional activities leading to the creation of ETI.

In October 1985, ETI was incorporated with an authorized capital of US\$100 million. The initial paid up capital of US\$32 million was raised from over 1,500 individuals and Institutions from West African countries. The largest shareholder was the ECOWAS Fund for Cooperation, Compensation and Development (ECOWAS Fund), the development finance arm of ECOWAS (now Ecobank Bank for Investment and Development – EBID).

A Headquarters Agreement was signed with the government of Togo in 1985 which granted ETI the status of an international organization with the rights and privileges necessary for it to operate as a regional institution, including the status of a non-resident financial institution. ETI commenced operations with its first subsidiary in Togo in March 1988.

Today, Ecobank is the leading pan-African Bank with operations in 35 countries across the continent, more than any other bank in the world. It currently operates in countries in West, Central, East and Southern Africa, namely Angola, Benin, Burkina Faso, Burundi, Cape Verde, Cameroon, Central African Republic, Chad, Congo Brazzaville, Democratic Republic of Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Ghana, Gambia, Guinea, Guinea Bissau, Kenya, Liberia, Malawi, Mali, Mozambique, Niger, Nigeria, Rwanda, Sao Tome & Principe, Senegal, Sierra Leone, Soudan, Tanzania, Togo, Uganda, Zambia and Zimbabwe. The Group also has a licensed operation in Paris and representative offices in Addis Ababa, Johannesburg, Dubai and London.

In all the markets in which Ecobank operates, it is recognized as one of the leading banks, providing a full range of wholesale, retail, commercial, investment and transaction banking services and products.

OUR VISION

Ecobank's ambition is to build a world-class pan-African Bank and to contribute to the economic and financial integration and development of the African continent.

OUR MISSION

The mission is to provide our customers with convenient, accessible and reliable banking and financial products and services.

SECTION 1: EMPLOYMENT AND ORIENTATION

- 1.1 Principles of Employment**
- 1.2 Employee Recruitment & Selection**
- 1.3 Employee Referral Program**
- 1.4 Employment of Relatives**
- 1.5 Employment of Former Employees**
- 1.6 Background Screening Policy**
- 1.7 On-Boarding and Orientation**
- 1.8 Probation and Appointment**
- 1.9 Employment Classification**
- 1.10 Contract of Employment**
- 1.11 Job Descriptions**
- 1.12 Manager's Responsibility**

1. EMPLOYMENT AND ORIENTATION

PHILOSOPHY

The purpose of these policies is to ensure that proper Human Resources controls are maintained and exercised to support the employment of diverse and competent personnel.

This also ensures that our Recruitment & Selection Processes allow us to recruit suitably qualified staff and that our on-boarding and induction programs allow them to quickly adjust to their new jobs and environment to enable fulfilment of our corporate aims and objectives .

1.1 PRINCIPLES OF EMPLOYMENT

1.1.1 Policy Statement

Ecobank Transnational Incorporated (ETI) is dedicated to providing equal opportunity to each employee. Our employment beliefs and standards mean that we will not discriminate when making decisions on hiring, promotion, retirement, salaries, benefits and all other privileges in the terms and conditions of employment on the grounds of the employees' or candidates' race, color, gender, age, social class, religion, sexual orientation, politics, or disability – subject to the inherent requirements of the role to be performed. Our fundamental aim is to ensure a diverse and representative workforce profile through the promotion of employment equality.

1.1.2 Policy Application

This policy is applicable to all employees of Ecobank Transnational Incorporated (ETI).

1.1.3 Policy Guidelines

We will continually strive to provide an environment that is built on the values of fairness and equity that enhances management of all human resources and business needs and commits to the following principles:

1. Only the most qualified individuals will be sourced and selected based on job-relevant criteria, competencies and business needs.
2. Discriminatory practices pertaining to color, gender, race, age, marital status, ethnicity, skills, educational background, sexual orientation or physical disability will not be tolerated.
3. Recognize and value cultural and individual differences among employees.
4. Continue to apply fair and equitable practices in assessment, selection, promotion, performance assessments, reward and learning opportunities.
5. Encourage a climate of confidence to ensure that employees can air questions and problems arising during the course of their work and aim for quick resolution to the satisfaction of all concerned.
6. Dignity at Work by ensuring that all aspects of harassment and bullying are not tolerated with a commitment to removing any such actions or attitudes in the workplace.

7. Ecobank Transnational Incorporated (ETI) will comply with best practice, internal health and safety policies and Procedures to ensure a safe and healthy working environment.
8. Facilitate skills development in line with business strategies and needs through provision of learning and development opportunities whenever possible.
9. Adhere to legal working hours in every location where its employees are located though it is almost inevitable that in most roles, and at certain times of the year, business needs will dictate more concentrated periods of work than at other times. However, we acknowledge and support the need of employees to balance work and personal interests and will encourage flexibility where possible as we endeavor to promote work-life balance.

1.2 RECRUITMENT POLICY

1.2.1 Policy Statement

Ecobank aims to be the Employer of Choice by establishing strategies that attract and retain the best talent at all levels of the business and this is reflected in our objective approach to recruitment and selection. The approach is based on the inherent requirements of the job (both now and in the foreseeable future), matching the ability and potential of the individual.

Human Resources Department will provide Standard Procedures for filling vacancies that adhere to the following principles:

- Attract and hire only the most qualified candidates that best fits the needs of the business.
- Eliminate unnecessary and unauthorized hiring
- Ensure that Ecobank recruitment and selection is equitable, fair and transparent in line with the principles of employment aforementioned.

1.2.2 Application and Scope

This policy applies to all prospective and current employees and job applicants.

1.2.3 Policy Guidelines

1. The Recruitment & Selection Policy and Procedures aim to provide clear guidance to managers on how to execute the recruitment and selection process across the organization in a fair and professional manner. This policy promotes and supports best practices for those with the responsibility for recruitment and aims to ensure that Ecobank:
 - Becomes an Employer of Choice in this sector
 - Is able to attract and recruit high calibre and best-in-class talent to meet Ecobank's current and future needs
 - Remains a creative, challenging and dynamic organization
 - Shall not practice unfair discrimination either directly or indirectly against employees or prospective employees:
2. The guiding principles of the policy are to:
 - Maintain a professional standard that inspires confidence, promotes integrity and protects confidentiality in the recruitment process and enhances Ecobank's image as an Employer of Choice.
 - Reflect best practices in human resources policy and practice.
 - Ensure that the recruitment and selection process is understood and standardized throughout Ecobank
 - Provide clarity of understanding on terminology and definitions
 - Strive to recruit and promote from within, whenever this meets the organization's objectives, although we will seek out external talent as this provides the opportunity for fresh thinking, new ideas and experiences.
 - Current employees are encouraged to express interest in growth opportunities and will not be penalized for seeking new opportunities within the company.
 - Uphold the values of Ecobank in the recruitment and selection process.

- Ensure that any competency based assessments used as part of the selection process are valid, reliable and free from cultural bias and in accordance with the inherent requirements of the job.
 - The recruitment and selection process shall be based on the core competency criteria and inherent requirements of the job, relevant to competence in the specific position in question.
3. A person may be qualified for the job as a result of a combination of that person's:
 - Formal qualification
 - Prior learning
 - Relevant experience; or
 - The applicant has the capacity to acquire, within a reasonable time, the ability, skills and competencies to do the job.
 4. Candidates will be provided with the opportunity to understand the prospective role and organization to enable them to base their decision to pursue a position on valid information.
 5. Talent management data will be used as the determining factor for the appointment and promotion of internal candidates.

Terminology/Definitions

Competencies	These refer to the knowledge, skills and behavioural indicators required to perform the job.
Suitably qualified	Someone who either has all the necessary skills and competencies that have been determined to be a minimum requirement for a job or is able to acquire all of these within a reasonable time.
Assessments	Assessment that measures an employee's proficiency and or behavioural attributes relevant to a particular job.
Inherent requirements	job Requirements that the employer considers to be essential for the employee to perform in the job. These are also often referred to as the "minimum" or "basic" job requirements. Without these, the incumbent cannot perform the job successfully.
HR	Refers to the relevant Human Resources representative working on a particular vacancy within Ecobank and includes the GHHR, HRBP's or any other HR employee.
Resourcing Centre (RC)	The Resourcing Centre dedicated recruitment professionals focusing on recruitment at a Global Level (Central Hire) but may also assist with large scale recruitment at a Local level.
HRBP	HR Business Partner.

Central Hire	Central Hires are defined according to the job grade, strategic significance of the role or specialist skill set. All Central Hires are handled by the Resourcing Centre.
--------------	---

Policy Authority & Responsibility

GCEO

1. To recommend all GEC hires and contracts for Board approval.
2. To prepare for and conduct final interviews at GEC level (where required).

GEC

1. To approve Group Hires, contracts and offers for their respective businesses and functions excluding GEC level.
2. To prepare for and conduct interviews where required.

Group HR Head

1. To approve Group Hires, contracts and offers excluding GEC level.
2. To prepare for and conduct interviews where required.

Clusters MDs/MDs

1. To prepare for and conduct interviews where required.

Line Manager

1. To provide HR and the Resourcing Centre with all relevant information regarding the role and candidate in a timely manner in order to support the recruitment of the best candidate within a reasonable time.
2. To review CVs and prepare effectively for all interviews.
3. To make time available for interviews and conduct interviews in line with the process.
4. To return the interview feedback forms to the Resourcing Centre and/or HR within 24 hours of conducting the interview.

Resourcing Centre

1. To support business and HR with Central Hires and other recruitment initiatives as necessary.
2. To manage recruitment metrics for Ecobank.
3. To manage all relationships with external service providers.
4. To be a Strategic partner to Human Resources Business Partner (HRBP), and Line Manager on all Resourcing issues, providing advisory services to stakeholders on talent markets and resourcing processes.
5. To understand Ecobank's business and its human capital needs present and future.
6. Together with HRBP formulate plans and implement programs to ensure effective talent resourcing.
7. To be the custodians of recruitment Best Practices, Policy and Ecobank Recruitment toolkit.
8. Develops and maintains the Ecobank recruitment database.

9. To facilitate briefing sessions with Line Managers and HR to obtain all information required to recruit effectively for a vacancy at a global level.
10. To source, screen, assess and select the most suitable candidates for Central Hires.
11. To review assessment results, and make recommendations to HR and LM relating to the results before 2nd interview.

HRBP

1. To ensure that the process is followed at all times.
2. To obtain approval to recruit from the Line Managers.
3. To facilitate and have approved all amendments to job descriptions for recruitment purposes.
4. To facilitate briefing sessions with Line Managers to obtain all information required to recruit effectively for a vacancy.
5. To source, screen, assess and select the most suitable candidates.
6. To arrange all logistics relating to interviews including: venue, preparation, panel to understand Ecobank's business and its human capital needs present and future.
7. To provide all final documentation to the GCEO or relevant Executive for approval.
8. To compile the contract in order to make an offer.
9. To compile the salary package and have it signed by the relevant executive.
10. To arrange meeting/telephone conversation with successful candidates to go through the contract, resolve any queries as necessary and obtain all the relevant information required by the company and fill out all necessary forms.
11. To fax or email (read only) contracts to candidates if outside the country.
12. To ensure signed contract is returned back to Ecobank for record purposes.
13. To ensure that all documentation is completed before first day of employment.
14. To complete personnel file with all relevant documentation.

1.2.4 Recruitment Procedure

The Resourcing centre and HR, in partnership with line management are responsible for the recruitment of employees at all levels based on business needs including when a position becomes vacant. In all cases prior authorization must be obtained before commencement of the recruitment process.

The Company will fill its vacancies with the best qualified people available both from within and outside sources based on the requirements of the position. In all instances the recruitment process will follow the following stages:

Stage 1: Determining the Establishment:

Prior to any hiring process, the Company shall define at the end of every financial year budget session for its establishment (Headcount) for the following year. In determining the employee establishment (headcount), the following rules shall apply:

The Head of Business/Function shall annually prepare and define in detail the number of employees at each level for the relevant department and forward them to Head of Human Resources for review and consolidation.

- The Group Head HR (for Group) shall annually present the Group employee establishment (Head count) at the Annual Budget Session and obtain the approval of Headcount of the year.

- Appointments and promotions will take place only within the approved establishment.
- Changes in headcount shall require prior approval by the Head of the Business/Function (GEC or GCEO).
- Changes in headcount in the course of the year will be made only in exceptional circumstances.

Stage 2: Determination of Vacancy:

It is through the process of determining and reviewing the establishment (Stage 1) that vacancies and /or over manning will be determined. In the event that a vacancy is confirmed, prior to requesting approval to hire a new employee, the concerned Head of Function will consider if it is necessary to fill this vacancy or if the job can be performed with existing staff.

Stage 3: Employment Requisition

1. All requests for employing staff will be made by the Department Manager on an Employment Requisition Form (ERF) provided by the Human Resources Department, and must show the following information:
 - Job description.
 - Qualification and experience required.
 - Job classification
 - Date employee needed.
 - Appropriate authorization for the hire
2. The Human Resources Department will ensure that the position to be filled is properly authorized. The Finance Department shall verify budgetary availability.
3. Human Resources Head/Resourcing Center will create Requisition on Taleo (once the system will be operational). Taleo will send automatic emails to approvers asking for approvals.

Stage 4: Establishing Candidate Selection Criteria

In the process of selecting candidates for the purpose of interviews, it is critical to proceed in a fair and non-discriminatory manner. Selection criteria will be based on the approved Job Description as well as obtained from the Briefing documentation and will include:

- Key performance areas, knowledge, competences, experience and skills etc. required for the vacant position
- Selection criteria may include willingness to relocate
- Selection criteria are determined by Line Managers together with HR

Stage 5: Internal Recruitment

1. Ecobank will endeavor to recruit internally and externally in order to obtain the best possible candidate for a position.
2. All positions (unless otherwise specified for reasons of confidentiality) will be advertised on the Ecobank external Career Portal on the Ecobank website.
3. The Resourcing Centre and/or HR will, at the start of each recruitment process:
 - Check the Ecobank Candidate Database for relevant candidate profiles meeting the selection criteria

- Activate own networks as well as LinkedIn connections to generate relevant candidates profiles directly.
 - The above should be exhausted for a period of 10 days before using other methods of recruitment.
4. Eligibility for internal job openings is as follows:
- Employees should have spent a minimum of twelve (12) months in their current position before being considered for other opportunities in the Company.
 - Business requirements may allow or necessitate an earlier or later release date.
 - Employee should notify his/her immediate manager prior to applying.
 - Only permanent employees may apply for internal postings.
 - Employees with a poor performance rating or on performance improvement plan should not be considered for advertised positions.
 - In the event that no qualified candidate is identified internally, the Resourcing Centre and/or HR may approach external search or selection firms, with approval from the respective Line Manager. All search or selection firms must be on the Preferred Supplier list (PSL) and have a Service Level Agreement (SLA) with Ecobank. These are managed through the Resourcing Centre.
 - Temporary and Casual staff may only apply once the internal search process has been exhausted and the vacancy advertised externally.

Stage 6: External Recruiting

1. Where a need to recruit from outside Ecobank arises, the following means may be used:
 - External recruitment websites
 - LinkedIn
 - Ecobank Recruitment Site
 - Press Advertisements
 - Search and Selection firms
2. Applicant sources from the employee referral scheme will also be considered at this point.
3. The hiring manager and HR together agree to a method of pre-screening, based on inherent requirements of the job and determine which applicants are to be interviewed.

6.1 External Advertising

1. The contents of the advertisement will be agreed between the Resourcing Centre and/or HR and the respective Line Manager during the job description review and briefing session.
2. All advertisements run for a period of 2 weeks for the majority of positions or longer period to a maximum of 30 days depending on the position to be filled.
3. The following information must be contained in all advertisements irrespective of the media in which the advertisement is placed:
 - Standard company logo
 - Approved description of Ecobank
 - The title of the job
 - A brief description of the duties associated with the job
 - The inherent requirements (formal qualifications and/or experience) for the job

- Closing date for applications
- All applicants will be asked to apply online through Ecobank Careers website;

4. Positions will be advertised by the Head of Human Resources or appointed agents through the print media, or other appropriate channels, giving job outline, the required academic qualifications and the required work experience.

6.2 Search and Selection Firms

1. When necessary, Ecobank may use the services of a search or selection firm. Ecobank will ensure that it will only use a firm that complies with the standards of Ecobank and are on the preferred suppliers list. (PSL)
2. No recruitment must take place using recruitment agencies that are not on the preferred supplier list. (PSL) The PSL is controlled by the Resourcing Centre for the whole of Ecobank.
3. In conducting recruitment assignments for Ecobank, a search or select firm must ensure that they have a sound understanding of Ecobank's business, culture and other relevant information. They must be provided with a comprehensive outline of the business. They must agree to the rates and service level requirements as indicated in the contract in writing. A decision to use a search or select firm must be made by the Line Manager and HR during the briefing period of recruitment.
4. The search or select firm must receive a written job brief from the Resourcing Centre and/or HR representative for each vacant position. The job brief must include the following information:
 - Company background
 - Job Description
 - Specific skills and competencies required

Stage 7: Candidate Selection

1. HR/ Resourcing Centre must review all CV's based on the candidate's previous experience, qualifications, specific skills and competencies required for the position in question.
2. As a result of the CVs' review process, 6-10 candidates who best match the agreed selection criteria will be interviewed either telephonically or face-to-face (depending on location and availability).
3. The feedback from Stage 1 screening will be captured in a feedback form by HR or Resourcing Centre.
4. After the 1st Stage Screening interview a Short List of 3 to 5 candidates will be drawn up to proceed to stage 2 Interviews.

Stage 8: Candidate Interviews, Assessment & Selection

1. Interview Process

a. Only shortlisted candidates that best match the job profile will be considered for interviews. HR in conjunction with the Hiring Manager shall constitute a competent interview panel which shall comprise at least the following persons:

- Hiring Manager
- A technically qualified person in the relevant area
- A representative of HR department
- The Hiring Manager' peer from a department that closely relates/collaborates with the vacant role.

b. An interviewer or any person serving on an interview panel should be:

- Fully informed about the job that is to be filled.
- Provided with the Job description pertaining to the role.
- Clearly informed about the selection criteria to be used in the interviewing process and provided with a relevant feedback form by Resourcing Centre/HR
- Aware of the influence that generalized assumptions and prejudice about race, gender and disability can have on selection decisions
- Aware that misunderstanding can occur in interviews between people of different cultural backgrounds

c. The Resourcing Centre/HR representative must send all aforementioned information to the interviewing panel at last 24 hours prior to the interview.

d. An interviewer and person serving on an interviewing panel should ensure the following:

- Interviews are conducted in an atmosphere which is designed to make the candidate feel at ease and should be conducted without interruptions.
- The candidate should be treated with respect, courtesy and professionalism at all times.
- All criteria based questions asked in the interview must be based on the inherent requirements of the job.
- The candidate being interviewed has the opportunity to ask questions in respect of the job requirements and key performance area, output requirements, support structures, conditions of employment and career prospects.
- All answers to questions asked during the interview must be documented in detail during the interview and scored directly after the interview by each member of the interviewing panel in the feedback form.

2. Assessment

The assessment process shall constitute of the following:

- Assessment centers: Candidates for all management and critical roles vacancies shall be taken through behavioral and skill, assessments as deemed fit for the role. For efficiency reasons, it is recommended that only the top 3 candidates undergo the assessments.
- Assessments must be used consistently and fairly
- The assessment process used for recruitment will be clearly stipulated in the Ecobank Assessment Matrix

3. Selection

- HR/Resourcing Centre must collect interview feedback forms and collate feedback within 24 hours after the interview. Line Managers must support HR by providing the detail within the agreed timeframes.
- Once all candidates for a position have been interviewed, the interviewing panel must consider their candidacy and make a recommendation to hire.
- The deliberations panel must focus strictly on the inherent requirements of the job and the extent to which each applicant meets or does not meet those requirements. The deliberations must avoid all elements of discrimination.
- The interviewing panel must ensure that at least a majority of the members are present when an interview and a selection decision are made. The panel then needs to deliberate and rank the candidates for selection.
- In the event that the recruitment panel (Appointment Committee) score does not provide a clear best-qualified candidate, the committee may call for a second interview with the top candidates with a view to re-evaluate them to arrive at one with a clear advantage. The second interview should ideally be based on areas not addressed and focus on areas that require affirmation of abilities in respect to the role.
- If the selection process is unsuccessful, the Committee may decide to go back the candidate pool and if no qualified identified, the recruitment process commences again.

Stage 9: Notification to Successful Candidates

1. Once the approval to hire has been obtained, HR compiles an offer pack and extends it to the successful candidate who will be required to accept or reject the offer within seven days. The offer pack shall contain the following information:
 - An employment contract (refer details under section 1.10)
 - Documents referred to within the employment contract e.g. Code of business conduct & other compliance documents
2. Once the candidate accepts the offer an Ecobank Welcome pack must be sent to the new employee within a week of acceptance. In the event that the candidate does not accept the offer the Line Manager in conjunction with HR may decide to negotiate with the candidate based on the reasons for rejection. Should the selected candidate finally decline the offer, the interviewing panel will be consulted and a decision taken on offering the role to the second best candidate or restarting the recruitment process.

Stage 10: Notification to unsuccessful Candidates

1. HR/ Resourcing Centre will notify all candidates that applied for the role at the various stages of the recruitment and selection process. This will be done automatically for junior and mid-level positions but personalized for senior level hires.
2. Internal candidates shall consult HR to discuss why their application was not successful.
3. It is necessary for the Company to keep a complete set of records pertaining to the recruitment and selection of staff. This is especially important should the company have to prove that it did not discriminate against an individual.
4. Records of unsuccessful candidates will be retained and safely stored for a period of one year.
- a. For successful candidates, all relevant information of the recruitment process should form part of their respective personnel files.

Step by Step Recruitment Guide

NO.	ACTION	RESPONSIBILITY	TOOLKIT
1.	Establish Vacancy	LM+HR	
2.	Strategic business agenda discussion: <ul style="list-style-type: none"> Does the position still align with the business strategy? Does the position need to be filled at all? Do changes need to be made to the JD? Is there an internal successor Central or Local Hire? 	LM+HR Talent	Job Description Bank
3.	Confirm job positioning, JD, grade, compensation	HR+Comp & Ben	Job Grading
4.	Approval to recruit	LM	Automated Approval to Recruit Form --ERF Approval Matrix (tbd)
5.	Inform Resourcing Centre/HR of Vacancy Attach JD <ul style="list-style-type: none"> Availability for Briefing Meeting 	HR	
6.	Create Requisition	RC/HR	
7.	Set up Briefing Meeting	RC + LM+ HR	Briefing Meeting Checklist
8.	Complete Briefing Meeting checklist and send to HR + LM	RC/HR	
9.	Develop Job Advert based on JD and information from Briefing Meeting	RC/HR	Advert template
10.	Place job advert on Ecobank Intranet career portal	RC/HR	
11.	Internal capacity to recruit? (Database, networks, LinkedIn)	RC/HR	LinkedIn Careers Page (tbd)
12.	External recruitment	RC/HR	Preferred Supplier List & SLA <ul style="list-style-type: none"> Search Firms

	(executive search, job board postings, press adverts)		
13.	Receive applications/CVs <ul style="list-style-type: none"> Acknowledge receipt 	RC/HR	Automatic through Taleo
14.	Pre-screen CVs against entry level criteria (stipulated in Briefing Meeting) and create Long list (6-10 candidates)	RC/HR	
15.	Screening telephone interview (or face to face if possible) and select 3-5 candidates for shortlist	RC/HR	Screening interview feedback form
16.	Decline unsuccessful candidates	RC/HR	Automatic through Taleo
17.	<ul style="list-style-type: none"> Inform shortlisted candidates that they have made the shortlist. Inform candidates of assessment requirements 	RC/HR	<ul style="list-style-type: none"> Confirmation of shortlist Assessment Matrix (tbd) Assessment Policy (tbd in conjunction with Talent Mgmt)
18.	Shortlist candidates complete required assessment exercise/test (online or physical) assessment	RC/HR to manage process	Online or physical feedback
19.	Prepare candidate Pack for 2 nd stage interviews: <ul style="list-style-type: none"> CV Screening interview feedback form Assessment results Interview feedback form including behavioural questions Scorecard 	RC/HR	<ul style="list-style-type: none"> Interview feedback form Score card Ecobank Interview Guide
20.	Second stage interview logistics	HR/RC	Interview confirmation email to candidates
21.	Panel to conduct interviews and fill in Interview Feedback form and Scorecard Second Stage interview MUST include separate interview with relevant Head of HR	LM+HR	Interview feedback form Interview questions
22.	Collate Interview Feedback forms and scorecards	RC/HR	

23.	Panel deliberates and makes a decision	LM+HR	
24.	Request completion of current remuneration form by email	RC/HR	Current Remuneration Form
25.	Prepare and submit final recommendation to hire:	HR	<ul style="list-style-type: none"> • Authorisation to Hire Form Approval Matrix
26.	Compile offer pack for successful candidate	HR	<ul style="list-style-type: none"> • Automated through Taleo • Offer letter template • Contract template • Remuneration template
27.	Make offer to candidate	HR	Offer cover email template - Taleo
28.	Offer accepted – if not negotiate or go back to No 2 and repeat with no2 candidate or restart search	HR+LM+RC	
29.	Decline unsuccessful candidates	RC/HR	
30.	Request Names of Referees and consent for background checks	RC/HR	
31.	Conduct reference checks	RC/HR	Reference Guide
32.	Conduct background checks	RC/HR	
33.	Feedback to LM+HR RC/HR to fill in Reference Form Template	RC/HR	Reference form template
34.	HR Welcome Pack: Medical insurance details Pension plan Application for Ecobank Account	HR	Welcome Pack
35.	Onboarding process starts	HR + LM	

1.3 EMPLOYEE REFERRAL PROGRAM (ERP)

1.3.1 Policy Statement

The Company is committed to encouraging quality employee referrals as a key sourcing strategy in building the Bank's talent pipeline in order to support business goals. The aim is to support and acknowledge current employees for contributing to building a clear competitive advantage for Ecobank through its people.

The Company Employee Referral Program recognizes employees of Ecobank Transnational Incorporated (ETI) who identify and refer potential applicants to be hired into approved positions. The Company will leverage on its existing talent by offering an opportunity to recommend other talents that are likely to fit into the Ecobank culture dependent on the job requirement.

The benefits are to:

- Ensure our strategy of attracting best talent and a wider pool of potential candidates.
- Build employee ownership through engaging in the sourcing of quality talent to enable the achievement of Company objectives.
- Quick turnaround time on recruitment
- An efficient method of obtaining talent

1.3.2 Eligibility

All employees of Ecobank are eligible to refer candidates within the Employee referral Policy. The employee referring candidates to the organization will be known as "Referrer".

All employees of Ecobank are encouraged to participate in the program, however the following employees are not eligible for referral bonuses:

- Executive Management Members (GEC/GMC/BLC)
- Senior Member of HR Department
- The Hiring Manager

Refereed candidate eligibility:

- a) Referred candidate may not be a current employee of Ecobank or a current contractor, consultant or interim employee of Ecobank
- b) The referred candidate may be an alumni of Ecobank but must have been away from the company for a period of more than 2 years

Eligibility for cross-border referrals:

Ecobank's Employee Referral Policy is a global program and employees are permitted to refer candidates across borders.

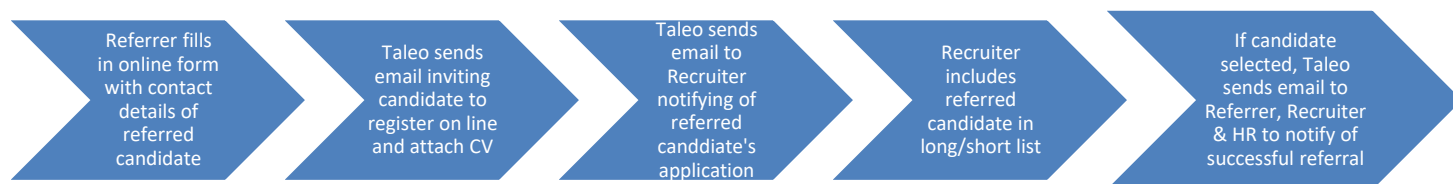
1.3.3 Policy Guidelines and Procedure

1. Employee referral is a recruitment method that is used to identify potential candidates from current employees. The Company encourages employees to refer suitable candidates from their social networks.
2. The company will reward employees who successfully refer candidates who fit the specifications given in the job descriptions for vacant positions in the Company.
3. In case the resume is already available in the HR database or talent pool, the referral process will be terminated at this stage.
4. All recommendations made by Ecobank employees must come from their personal/ professional contacts and not through any recruitment agency.
5. Ecobank will automate the process through its Human Resources Information System.
6. The employee making the referral will not in any way be involved with the recruitment process or reward determination of the candidate.
7. The referred candidate will go through the normal recruitment process as per Hiring Practices.
8. If the referred candidate is hired, the referrer is eligible to claim a referral fees per position as listed below:

▪ Non-Management position	:	\$250
▪ Manager level	:	\$500
▪ Senior Management and "Difficult to Hire" roles	:	\$1000
9. The referral fees above are pre-tax and the necessary tax deductions (where applicable) will be made prior to payment.
10. The award only becomes payable when the candidate has successfully completed his/her probation period and if the referee is still working at Ecobank at the time of the payment.
11. The referral policy does not apply to graduate trainee positions or internships.

1.3.4 The Referral Process

1. Once the Recruitment System will be active, the Resourcing team will be responsible for overseeing the execution of the ERP as per the below process.



2. Once the referred employee completes his / her probation period, the HR BP will ensure that the Payroll department is notified for the payment of Referral Incentive to the Referrer. (a notification will automatically be sent out by Taleo).
3. All Referral Incentive awards should be approved by both HR & Hiring Manager.
4. HR BP will forward a note for the payment duly signed by the relevant Hiring Manager along with the supporting documents such as the employee contract to Senior Executive for authorisation – this will be automated through Taleo.
5. The payment of the Referral Incentive will be made to the Referrer through the payroll system.
6. All expenses towards this policy will be treated as a part of the recruitment cost and will be booked under the relevant recruitment costs for the position.
7. In case of dispute, the decision of the Group HR Head is final and binding.

1.4 EMPLOYMENT OF RELATIVES

1.4.1 Policy Statement

The overall employment policy of the Company affirms equal opportunity and a commitment to diversity. As a policy, hiring of related employees is not restricted provided that all requisite standards for the job are met. The Company does recognize that employment of relatives in the same department or function area may increase the potential for conflicts of interest - either real or perceived and will therefore offer employment to relatives under certain conditions hereby detailed in this policy.

1.4.2 Application

This policy applies to current and prospective employees of Ecobank including outsourced staff. It also covers other non-employee categories of people engaged by Ecobank such as interns and consultants.

1.4.3 Policy Guidelines

1. Relatives for purposes of this policy are defined as: spouse, son, daughter, mother, father, brother, sister, grand-parent or child, step-parent or child, step-sister, step- brother, in-laws, aunt, uncle, nephew, niece, first cousin, significant other, domestic partner or any other personal relationship that would present a conflict of interest as determined by the Company.
2. The Company does not restrict hiring of related employees provided that all requisite standards for the job are met. However, in doing so the following policy guidelines will apply:
 - To reduce the potential for conflicts of interest, no manager or supervisor shall hire, transfer or promote a relative in a direct reporting relationship or in a position that poses a possible conflict of interest.
 - In the event a relationship between two employees is created during employment such as marriage which puts the employee in a position where she/he works in a relative's direct line of supervision, or in a position that poses a possible conflict of interest, each employee involved has a responsibility to immediately inform management. An appropriate solution will be sought as soon as practical. Termination of an employee will not be required if a family relationship is created by marriage after

an employee is hired. The Company policy on conflict of interest applies and all employees are required to familiarize themselves with the Policy and adhere to it.

- The Company will not permit the employment of family members in positions in which either family member would be directly or indirectly supervised or his activity be checked, processed, reviewed, approved, audited or otherwise affected by a family member or influence the activities or employment conditions (salary progress or promotion) of the other.
3. Should two employees in a reporting relationship become relatives as defined in this policy, either of them will have the choice to accept a transfer into an available position. Human Resources department will facilitate this.

1.4.4 Procedure

Employees are obliged to declare any relationships that exist in order to avoid any violations of Company policies. In this respect, the “Related Employees Form” must be completed by each employee as soon as relationships occur or are known, and forwarded to HR, approval must be obtained from Group HR as well as the GCEO, and the approval must be put on the employee’s personnel file.

1.5 EMPLOYMENT OF FORMER EMPLOYEES

1.5.1 Policy Statement

The Company values the talent, experience and past relationship of its former employees and welcomes applications for re-employment from former employees in good standing and provided that their previous performance record was satisfactory.

1.5.2 Policy Guidelines

1. Ecobank Transnational Incorporated (ETI) will give re-employment consideration to former employees in good standing; Employees in good standing are defined as persons who:
 - Performed satisfactorily
 - Terminated their employment under favorable circumstances
2. To hire a former employee, the usual selection process will be followed as outlined in the External Recruitment policy.
3. Re-employment of former employees will be treated in the same way as new hires and will therefore require that they undergo a probationary period.
4. The new date of employment will guide the eligibility and determination of employee entitlements.

1.5.3 Procedure

Recruitment of former employees will follow the Company recruitment process and will be managed by HR department.

1.6 BACKGROUND SCREENING POLICY

1.6.1 Policy Statement

Ecobank Transnational Incorporated (ETI) is committed to ensuring the highest standards of integrity and individual behavior. Screening individuals shall help to identify potential hiring risks for safety and security reasons. As such, all prospective employees prior to permanent employment shall be screened objectively to evaluate whether they possess the skills, knowledge, abilities, credentials and fitness required for the position for which they have applied.

This policy establishes global standards for conducting background screening in relation with employment at Ecobank Transnational Incorporated (ETI). Background screening must be conducted in accordance with the following ETI internal rules and practices as may be amended from time to time.

1.6.2 Application

This policy shall apply to all employee categories including consultants having with the company one year contract and above and those performing critical roles. This excludes outsourced third party employees and interns. This also applies to transfers, promotions and secondments.

1.6.3 Policy Guidelines

1. The Human Resources Department owns the process for ensuring that screening conducted meets the standards described in this policy.
2. Background screening should be conducted immediately after the candidate signs the offer letter and prior to the commencement of employment.

Offers are made contingent on satisfactory references and background checks.

Background screening is conducted at two stages as described below.

WHO	STAGE1: JOB APPLICATION	STAGE 2: PRE EMPLOYMENT AND AT COMMENCEMENT
-----	-------------------------	---

Candidate/ New Employee	<ul style="list-style-type: none"> • Provides data as requested on the form • Acknowledges & consents to the information disclosure clause 	<ul style="list-style-type: none"> • Completes all on-boarding forms per the checklist directly after signing offer letter • Provides consent to permit the commencement of screening
HR	<ul style="list-style-type: none"> • Provides all the required forms • Ensures that the job application form is fully completed prior to processing the application • Reports any anomalies and seeks advice on the processing & on-boarding of the candidate/new hire • Highlights and explains the information disclosure clause • Execute the screening process 	

3. Employees who change roles or move to a new location/country may be subject to additional background screening based on the internal, legal requirements of their new position or location. This applies if one is transferred, promoted or is seconded to a new role or location.
4. Non-permanent employees who hold sensitive positions and/or having access to Ecobank proprietary or confidential information, systems, and/or unescorted access to Ecobank facilities shall be subject to screening under the terms and conditions of this policy. They include people employed on fixed term contracts or consultancy terms. Re-screening shall be conducted if there is a break in contract/consultancy exceeding a period of 6 months.
5. Rehires who have been out of employment with Ecobank Group for a period exceeding six months shall be subject to screening. Certain sections of screening may be excluded if already performed during their employment at Ecobank Transnational Incorporated (ETI). Human Resources shall identify the exceptions and request approval per the exceptions clause hereinafter
6. Information disclosure: All information and self-disclosures described within this document must be provided by employees prior to and upon joining Ecobank Transnational Incorporated (ETI). Falsification or omission of information during the hiring or on-boarding process, no matter when discovered, may constitute grounds for denial or termination of employment or assignment with Ecobank Transnational Incorporated (ETI). Derogatory results to any screening performed, no matter when discovered, may also constitute grounds for denial or termination of employment or assignment with Ecobank Transnational Incorporated (ETI). Candidates must provide consent for the collection or verification of information.
7. All information obtained through the background screening process must be treated as confidential and not be disclosed except on a need-to-know basis as determined by HR Department.
8. Roles of Collaborating Departments: The Corporate Security & Investment Department (CSI) may be involved in conducting certain aspects of the screening process.. Legal and/or Compliance Departments will provide guidance on Ecobank policies related to employment screening practices.

9. Third Party Suppliers: In consultation with the CSI, Legal and Compliance Departments as appropriate, third party suppliers may be contracted to facilitate screening. This shall be in line with local laws, regulations and employment screening practices in the various countries. Guidelines shall be provided to vendor agencies to ensure that the standards described in this policy are adhered to.
10. The following eight types of screens shall be conducted as outlined below:

a) Basic Information and Identity Verification (Bio data)

Prior to offer of employment a potential candidate will be required to provide certain documentation that confirm information stated on his/her job application or resume/CV. This information includes:

- National Identity Card or a Passport

On commencement of employment, employees are required to provide further documentation in addition to the above that validates the details provided on the job application form or resume/CV. Original and certified copies are required.

Documentation includes but is not limited to:

- Employee Birth certificate
- Confirmation of Residence as legally recognized (Residence certificate/attestation, Utilities bills)
- Government-issued identification (national ID card with a picture, or a passport).
- Marriage and birth certificates for dependents.

b. Education History

Prior to making an offer, candidates will provide originals (to be given back to employee) and certified copies of all the degrees/diploma obtained from high schools, Universities and professional institutions they have attended as indicated on the job application form or resume/CV. This information shall be further validated on commencement to ensure that the dates attended, institutions and credentials obtained have been accurately represented. This may be done by contacting the institution directly or by accepting confirmation letters and transcripts issued by the institution, as appropriate.

c. Employment History

- Employees must provide information about their employment history as stated in the job application form or resume/CV.
- Employment history shall be validated to ensure that the employers, positions, dates, gaps in employment and associated duties have been accurately represented.
- Employees must then provide justifications of their employment history as appropriate (employment certificate, previous employment contract and any other relevant document) (not for senior Executives hires – this should be checked through references).
- In addition, employees must disclose any prior employment or assignment as a consultant or temporary worker with ETI or any of its affiliates companies. They must also disclose whether they have been terminated by, asked to resign by, or denied employment or assignment after receiving an offer from Ecobank or any of its affiliates.
- Any involuntary termination or request for a resignation from a prior employer must be identified by the candidate as well as any period of unemployment lasting three (3) consecutive months or more within the past five (5) years.

d. Employment References

- Formal references should be done immediately upon the candidate commencing employment with Ecobank.
- The candidate should provide a minimum of three (3) names of referees from at least two organisations who are familiar with the candidate/employee professional experience and can describe the knowledge, skills or aptitudes possessed. The referees provided should have observed the candidate for at least (twelve) 12 months in the following capacities: previous or current supervisor, professor, coworker, peer or direct reports. Further references may include professional partners or customers.
- For candidates with working experience, at least two (2) referees should be a former/current manager/supervisor/company.
- For junior/entry level employees' academic and personal references shall be required.
- The HR Department/Resourcing Centre is responsible for requesting in writing references from referees as well as collating reference information provided. However, if a writing reference cannot be provided, telephone reference may be obtained and the conversation documented.

The following information needs to be obtained:

- A confirmation of the applicants employment history, including date of starting service with the previous employer
- The applicants positions and remuneration details
- The job requirements and key performance areas of the applicant's position
- The applicant's reason for leaving.

The person performing the reference check will not seek to obtain the following information during the course of the reference check;

- Information based on the feelings, opinions or hunches of the referee;
- Information relating to the performance of the employee that has not been observed and /or obtained from the written performance record;
- Information as to whether or not the referee regards the applicant as being suitable for the position at Ecobank

If working with a Search or Selection Firm, references may be carried out by the respective firm. These should follow the above specification. References need to be obtained from the relevant firm in writing and names of referees should be made available to Ecobank.

- References received shall be treated confidentially and discussed with the Hiring Manager in case of issues. Should a reference be unclear, ambiguous or insufficient as determined by HR Department, they shall contact the referee for further information and clarification. If references provided are unsatisfactory, HR Department and Hiring Manager shall present the case to the Legal and Compliance Departments for guidance and recommendations on the way forward (confirmation or termination).
- All prospective employees should be informed that confirmation of employment is subject to the receipt of satisfactory references.

e) **Directorships**

Employees and non-employees are required to disclose any outside business activity, including any directorships or similar positions, employment, or other business affiliations to determine current and future potential conflict of interests. Where existing, a written approval of any directorship or similar positions is required from Compliance, unless the activity is identified as being exempted. Disclosure form shall be available for completion upon commencement of employment and annually thereafter.

f) **Financial Soundness and Assets/Liability Declaration**

Some categories of employees should provide statements of their net worth comprising assets at current value and total liabilities as at the date of employment.

- i. Employees required to do this declaration are:
 - Senior Management Team (Group Executives - Group Heads – MD's).
 - Employees holding positions which can have a potential influence on Ecobank's vendors or Business partners; this includes, but is not limited to Heads of EBS, Facilities, Training, Recruitment, Insurances portfolio – Suppliers Payments - etc...
- ii. The process is via self-disclosure by new employees (upon joining) and existing employees (once every year). All new and existing employees are expected to provide responses that are true and should be aware that any concealment, provision of false or misleading information will constitute a breach of the Company's ethics and compliance policies and will lead to disqualification or termination of employment, regardless of the moment the information is brought to the attention of the Company.
- iii. In case of an investigation, the Bank reserves the right to request for additional information regarding employee's financial status, including but not limited to:
 - Employees and dependants' Banks accounts statements
 - Any other documents related to other sources of income they have (properties ownership, etc...).

g. **Credit Check**

Where it is local practice and legally permitted, a credit check with recognized agencies shall also be performed for the above mentioned Senior Management team as well as for employees in sensitive roles such as positions involved in advising Ecobank clients on financial products and/or investments (Treasurers, DB, CIB, etc...). In locations where there is no recognized credit agency, these employees must provide a declaration from their Bankers on their indebtedness situation. In case of outstanding debt/obligations, the Banker's declaration should clearly indicate its performance and status (repayments records) as well the nature and type of securities offered to cover the debt. Where there is a past poor credit history, HR head will escalate to the employee manager, Legal and Compliance Departments for guidance and recommendation on the way forward. Employment decisions based on financial and credit checks shall be in accordance with the policy.

h. **Criminal History Report**

Employees must disclose any conviction, guilty plea, or no contest plea (including any pre-trial diversion program) before any court for any criminal offense. The disclosure must include the date, location, and nature of the identified criminal offense and the disposition of such offense.

In case of no conviction, employees are required to provide a non-conviction certificate duly signed by court authorities. Administrative review of criminal records and/or fingerprint checks shall be conducted during the probationary period for all employees where legally permissible and available. In the event fingerprints (where locally available and permitted) are not readable after two (2) attempts, an administrative review of criminal records shall be applied.

Criminal convictions for offenses relating to theft, fraud, dishonesty, or breaches of trust, with limited exception and except where otherwise prohibited by law, must to the extent permitted by law, result in denial of employment or assignment. Other convictions may result in denial of employment or assignment based on applicable local laws and regulations. Employment or assignment decisions contingent on criminal convictions shall be in accordance with local laws and regulations.

11. Any exceptions to the standards for background checks as described within this document, including those that are necessary due to local laws and regulations, must be documented and approved by the Group Chief Executive Officer in case of assignment of an ETI employee to an affiliate.

1.6.4 Procedure

1. Human Resources will utilize regular reporting to certify the effectiveness of the associated controls described within this document. Any deviations to the standards not associated with a documented approved exception will be investigated.
2. Legal and Compliance departments will give further guidance and recommendations on certain aspects that might require expert interpretation and guidance.
3. Information provided by references and gathered during the reference check will be retained along with other application materials.

1.7 EMPLOYEE ON-BOARDING AND ORIENTATION

1.7.1 Policy Statement

As an Employer of Choice, Ecobank is committed to provide the best in class on-boarding experience to its employees in order to entice interest and preference for Ecobank, inspire and instill a positive predisposition with new employees and entrench its brand offer with them. As such, all new employees to the Bank will participate in a standardized on-boarding and orientation program to assist the employees to adjust to their new responsibilities and work environment. This allows them to feel welcome and comfortable and acquire basic knowledge about their work environment; context, conditions and characteristics employed with their specific jobs and roles and have a direct impact on their performance.

The orientation program is jointly handled by Human Resources and the employee's Line Manager and departmental colleagues.

1.7.2 Application

This policy will apply to all new hires and any transferring employees. A customized on-boarding program may be defined for other categories of employment and when changes in roles and responsibilities occur.

1.7.3 Policy Guidelines

1. On-boarding refers to the initial process of introducing new employees to the Company and its policies and Procedures through a structured program. Its elements include, but are not limited to the following:
 - New Employee welcome and office tour

- Review of important Human Resources documents, Policies and Procedures and the Code of Business Conduct
 - Company & business overview
 - Understanding the job, introduction to colleagues & stakeholders
2. Orientation refers to the longer-term process whereby employees become familiar with processes, persons, protocols, job expectations, cultural guidelines and other related forms of information that enable employees to succeed in their roles.
 3. All newly appointed employees will participate in an induction and on-boarding corporate program and a work area specific program that provides them with information and support sufficient for them to undertake their new role in the Bank. This program will allow new employees to:
 - Feel comfortable about the people they work with, their job environment
 - Learn the basics of the business
 - Learn how to quickly work together to make things happen
 - Understand what it means to add value to the Company
 - Settle and deliver.
 4. Orientation is carried out by the Human Resources team and the Line Manager through a structured program that typically runs up to a maximum of 90 days.
 5. The orientation program includes a quarterly orientation workshop.
 6. The Line Manager is responsible for the proper induction of any new staff. The program will typically:
 - Introduce the new employee to the department and the job
 - Provide an overview of the functional competencies required as well as facilitate the process of acquiring and building on these skills and knowledge.
 7. Line Managers are to ensure new employees are released from work to participate in mandatory induction activities and that this program is completed in a timely manner.
 8. Employees who take on additional employment opportunities or transfer to other departments should participate in a separate local and job specific induction program with their Manager which is reflective of their new role.
 9. It is recommended that the Line Manager provides the new employee with a “buddy” in the department to help the employee adjust to their new roles and work environment.

1.7.4 Procedure

1. New employees should report to the Human Resources function at the beginning of their first day of employment or earlier as per arrangement.
2. All employees will be provided with an orientation & on boarding checklist which will act as a guide for the entire orientation & on boarding program. The original completed checklist should be returned to Human Resources within 30 days from commencement of employment. The Onboarding Process will be automated through Taleo and accessed through the Intranet Career portal.

3. At the time, new employees will complete the necessary paperwork to generate an 'employment package" which will be used to initiate their payroll formalities, establish appropriate employee benefits, and to set up their personal file.
4. New employees are required to complete or provide the following information and documents:
 - Contract of Employment
 - Code of Business Conduct
 - Copy of the current CV with at least 3 references and relevant certificates
 - Color passport size photographs
 - Copy of I.D. Driving License, Passport
 - Statutory Applications
 - Application of employment
 - Dependants/Beneficiary nomination form
 - Medical aid application forms
 - Bank Details
 - Any additional information needed.

5. All employees are required to be active participants throughout their induction. This includes seeking additional information, assistance and clarification if required.
6. The Manager/Supervisor will sign off the completion of the Induction Checklist and return to Human Resources who will store the documentation on the employee's personal file.
7. On completion of the Orientation and on-boarding program, new employees will be requested to share their experience by filling the orientation evaluation form and return it to Human Resources. The purpose of this evaluation will be to assist in providing better orientation for new employees by enabling the following:
 - Determining whether the training achieved its objectives.
 - Assessing the value of the orientation program.
 - Identifying program areas that need improvement.

1.8 PROBATION

1.8.1 Policy Statement

Appointment to a permanent employment position at Ecobank Transnational Incorporated (ETI) is for employees who successfully complete a probation period, or an extension thereof as deemed necessary.

1.8.2 Application

This policy applies to all newly hired permanent employees and rehires who have been out of employment for over 6 months.

1.8.3 Policy Guidelines

1. The probation process will be conducted in a manner that is objective, clear, transparent and free from discrimination.
2. At the induction/orientation, line managers/supervisors will make the employee aware of the performance standards expected of him/her and provide the support, advice, training and feedback necessary to achieve required standards.
3. Employee will be given clearly stated performance objectives against which the Manager will use to assess the suitability of the new employee during the probationary period. The employees' performance will be evaluated against these predetermined objectives for purposes of confirmation at the end of the probation period using the probation appraisal form.
4. The probationary period shall not exceed six months and must be specified in the contract of employment as follows:
 - Six months for Executive and Management Staff
 - Three months for all other staff levels
5. The performance assessment during the probationary period shall follow the appraisal process detailed under the performance management policy.
6. During the probationary period the employee performance will be evaluated, and if found satisfactory, the employment will be confirmed on completion of the probationary period.
7. During the probation period, either party can terminate the employment without notice.
8. Employees will have the right to feedback and access to his probation evaluation report.
9. Clear, comprehensive and accurate records on probation reviews must be maintained, including how standards are set, the methods used for measuring them and the timescales given for reaching them

The following probation process is designed to provide a clear and simple means to assist Line managers with the management of employees on probation :

1. Targets (KPIs) Setting: Within the first month of employment, the probation supervisor should:
 - a. Take the probationer through local induction providing him/her with the information necessary to enable him/her to commence work
 - b. Clarify the job description to the probationer
 - c. Establish performance standards with the probationer using the EPM form. This should be documented, signed and copies kept by both parties.
 - d. Agree and set dates for reviews during the probationary period
2. During the probation period, the supervisor should provide the appropriate support, guidance, training, encouragement and feedback to the probationer.
3. Probation reviews: There shall be a minimum of two formal probation reviews, the first around the end of the first three (3) months into the appointment and the second (and final) towards the fifth month
 - a. The final review allows for the recommendations to be considered and the appropriate period of notice to be given.
 - b. Formal reviews should be set up in advance so that both parties have time to prepare and to also ensure that there are no interruptions.
 - c. At the first review, the supervisor will formally discuss the probationer's performance with him/her and a record of the review should be kept stating:
 - i. Whether satisfactory progress has been made towards targets
 - ii. If progress is not satisfactory, outline areas of improvement and any remedial action necessary
 - iii. Any changes to the targets
 - iv. Set period for the next review sitting
4. Written documentation is crucial to the probation as it provides information on the next review and the basis for the non-confirmation of an appointment in the event of unsuccessful probation. Probationers should be given copies of the probation review report.
5. At the final review, both parties will discuss the performance of the probationer against set targets (at the beginning of employment and during the first review) and this should also be documented.

The Probation confirmation process is as following :

6. The Human Resources Business Partner will write to the Line manager to request for the probation report one month to the end of the probation. The Manager should forward the report within ten (10) working days on receipt of the notice. The evaluation will be based on set KPIs for the employee during the probation period. The Supervisor will evaluate the performance using the pre-defined EPM rating scale.
7. Two (2) weeks prior to the end of the probationary period a decision shall be taken and communicated to the employee. The decision includes:
 - a) Confirmation letter

This shall be issued prior to the expiry of the probation period once the following conditions are fully met:

- i. Satisfactory completion of the probationary period shall lead to the issuance of a confirmation letter prior to the expiry of the probation period.
- ii. Meeting the requirements specified under the background screening policy

If the probationer's performance and conduct have been satisfactory according to the report and the Head of Business/Function has recommended for the confirmation of appointment, then Human Resources Business partner will inform the staff in writing of the successful completion of the probation.

b) Termination letter.

- i. If at any time during the probation, before the final probation evaluation is required, the line manager considers that performance is so unsatisfactory that the staff is incapable of meeting the agreed targets he should seek the advice of Human Resources Business Partner.
- ii. The HR Business Manager together with the manager and the Staff would meet to discuss the issue. They may recommend termination of appointment before expiration of probation period.
- iii. Unsatisfactory completion of the probationary period shall lead to the issuance of a termination letter prior to the expiry of the probation period.

8. If any of the above actions is not taken prior to the expiry date of the probation period, it will be assume that the employee has ceased to be on probation and is now a permanent employee and shall be treated as such.

1.8.4 Procedure

1. HR department will take lead role in ensuring that all employees on probation are reviewed at each stage so that feedback is received before expiry of the probation period.
2. Managers will be expected to review the respective employees at each stage and provide the necessary information to HR in time to formalize any decisions taken before the expiration of the probation period.

1.9 EMPLOYMENT CLASSIFICATION

1.9.1 Policy Statement

The Company has created employment categories based on strategic direction and business needs.

1.9.2 Application

This policy applies to all categories of staff at as indicated in their employment contracts, where applicable.

1.9.3 Policy Guidelines

Ecobank classifies the people working for it in all capacities as provided below:

1. **Full Time Employees (FTE):** These are permanent employees with no fixed term or specific period of time.
2. **Probationary Status:** These are FTE's who are on probation or an extension thereof.
3. **Part Time Employees (PTE):** two categories of employees are identified as below :

Fixed Term Contract : This is an employee on limited duration basis for a specified period of time and/or to complete a specified assignment or task. At the end of the specified period and/or the completion of such assignment or task, the services of such an employee are automatically terminated without further notice unless the contract is renewed or extended. The maximum length of the service of such an employee should be defined according to the terms of this policy. The maximum period of employment should not exceed two years, renewable.

Notice of renewal of a fixed term contract lasting one (1) year or more shall be given in writing to the officer concerned at least one month before the date of expiry of the contract. Fixed term contract of less than one (1) year shall expire at the end of the expiry date if they are not expressly renewed.

Ecobank is under no obligation to extend or continue the employment contract after the expiration of the agreed contract period, or to convert contract employees into permanent employment. Conversion of contract employees into permanent employees shall be subject to the provisions of the Group Recruitment Policy.

The Management may, based on the performance of the staff and on the need of the institution to convert a fixed term contract into an unlimited duration contract.

Temporary Employee : An employment is temporary when its duration, as specified in the appointment letter, is not more than six (6) months. .

Temporary employees work on premises and are managed by employees to standards. Temporary employment shall not extend beyond six months except with the approval of the appropriate level of Group Management.

4. **Consultants:** Consultants are persons engaged to conduct a specific project-related task. Such persons are likely to be specially trained or experts in their field.

5. **Outsourced Employees:** The Company may where appropriate outsource specific services through an experienced service provider. The services to be outsourced will be determined by the strategic direction

of the business. Such services may include the following, but not limited to:

- Reception/concierge
- Courier
- Driver
- Call centers
- Security services (not information security)
- Electronic banking support
- Payroll processing
- Records Management
- Cleaning
- Household staff

6. Interns : Interns are hired directly from college or university for a specified period, with or without the intention of offering permanent employment after the training. Interns are generally individuals who are pursuing a degree program in a recognized university, or other recognised qualifications, and who are attached to the Company for a certain period of time in order to acquire job-related experience. They may also include students who have just completed college or university (within 12 months from graduation date). The duration should be between 3 to 6 months.

1.10 CONTRACT OF EMPLOYMENT

1.10.1 Policy Statement

The Company issues an employment contract that stipulates terms and conditions of employment that is legally binding to the applicant and the company.

1.10.2 Applicability

This policy applies to all staff members

1.10.3 Policy Guidelines

1. The Contract of Employment sets out the terms and conditions of employment obligations, which are legally binding to each employee of the company.
2. All employees are required to read and sign the Contract of Employment.
3. All alterations to the Contract of Employment require full signature of both parties i.e. employee and the Company unless otherwise stated.
4. The Contract of Employment will contain the following information:
 - Position, Job Grade and Hire date
 - Department assigned and reporting Manager
 - Job location and mobility
 - Remuneration and Tax
 - Leave and other Benefits
 - Compliance clauses
 - Confirmation of Employment
 - Termination of Employment.
 - Governing Law
 - Dispute resolution
5. The following shall be attached to the contract of employment and the employee shall sign acknowledgement letters:
 - Job description
 - Compliance Documents (Conflicts of interest, Data protections, Gifts and entertainment policies, etc...).
6. Employees are required to:
 - Act at all times in the best interest of the Company and to perform their duties honestly and with care.
 - Follow rules and regulations, systems and Procedures of the Company and to perform their responsibilities as provided.

- Maintain confidentiality about all information regarding the Company's customers, and all information of or about the Company's operations which is not public knowledge.
- Study, follow and be bound by the Company's Disciplinary Policy and Codes of Business Conduct and not engage in business or work activity, directly or indirectly, when such engagement is in conflict with the interests of the Company.
- Not to behave in a way that could be harmful to the reputation and business of the company.

7. The Company will seek to treat its employees fairly and with respect in addition to:

- Creating a safe work environment and work life balance.
- Embracing diversity and guaranteeing equal opportunities for all.
- Providing an environment where employees feel free to raise ethical or other issues without fear of retaliation.
- Maintaining ethical business practices that lead to employee confidence and ensuring dignity at work by ensuring that employees are treated with respect.
- Rewarding its employees fairly through remuneration and benefits programs
- Recognizing employee contribution
- Providing employees with the ability to grow professionally through training and development.

1.10.4 Procedure

1. Contract of employment is issued and approved by HR Department.
2. HR Department issues Contract of Employment to all persons employed by the Company.
3. Prior to commencement of the job, each employee will sign their Contract of Employment, Compliance documents and the job description and one original of each document to be retained in the Employee Personnel file.
4. A revised letter will be issued if the terms and conditions of employment change upon mutual agreement.

1.11 JOB DESCRIPTIONS

1.11.1 Policy Statement

Ecobank recognizes the importance of clarity of responsibilities across the group which enables employees to perform to the required level. It is the policy of Ecobank that all employees will have accurate, written, and signed job descriptions (JD) in their personnel file. Job descriptions will reflect duties of the positions within each department and the head of department shall be required to develop and update them to ensure alignment with the overall company strategy. Human Resources play a critical role in providing guidelines on the process

1.11.2 Application

This policy applies to all employees of Ecobank Transnational Incorporated.

1.11.3 Policy Guidelines

1. All employees must have a current, complete and signed job description that clearly describes the work and responsibility of the position in detail. This applies to any change in employment or appointment of the employee including: transfer, promotion, demotion and lateral moves.
2. Whilst the JD clarifies the responsibilities to be performed as per the policy statement above, it is recognized that some responsibilities may not be captured in the JD and hence the employee may be required to perform other duties as assigned. This should be the exception rather than the norm.
3. Job descriptions will be reviewed once every two years or earlier in line with the strategic direction of the company.
4. No changes will be made to job descriptions without approval from Human Resources Department.

1.11.4 Procedure

1. The business identifies a need for a role based on business strategy and plans.
2. The Manager develops the duties and responsibilities of that role based on the template provided by Human Resources.
3. Copy of the draft is sent to HRBP and Department Head for review and approval.
4. The approved job description is sent to the HRBP for evaluation and approval by Group Head HR.
5. Human Resources shall issue the approved job descriptions to every employee. The Manager shall elaborate the details and responsibilities contained therein.
6. The Human Resource Department maintains a file of approved job descriptions.

1.12 MANAGER'S RESPONSIBILITY

1.12.1 Policy Statement

The role of people managers is critical in the success of any organization. It is therefore imperative that Managers and employees work together to enable the realization of company objectives in line with its mission, vision and values.

1.12.2 Application

This policy refers to all people Managers.

1.12.3 Policy Guidelines

1. All people managers should recognize their obligations and responsibilities to employees in order to promote respect, cooperation, and team effort.
2. People Managers have a responsibility to adhere to the terms of the HR policies to enable the employee's ability to deliver exceptional performance.
3. To achieve these goals, People Managers must meet the following responsibilities to employees under their supervision.
 - Appropriately inform and educate employees about company strategy, plans, rules and policies. They must be knowledgeable in order to appropriately communicate in these areas in a manner that is clear, builds team spirit, and encourages high employee morale.
 - Take the necessary steps to ensure that each employee thoroughly understands his/her duties, responsibilities and authority.
 - Ensure that qualified individuals occupy required roles.
 - Ensure that employees have resources and information to facilitate performance of their jobs.
 - Create the environment to enable high employee performance including recognizing, rewarding and challenging them to constantly improve and exceed their goals.
 - Ensure that employees have the opportunity to use their skills and abilities to the fullest at all times, encouraging them to develop and broaden their skills and abilities.
 - Provide feedback with regard to performance and progress, conducting fair performance evaluations based on the achievement of agreed performance objectives and behaviors.
 - Constructively and effectively guide an employee's performance in a manner that upholds the employee's dignity and respect.
 - Exercise proper judgment and be consistent in the application of human resources policies.

- Respect the diversity and inclusion policy including recognizing the unique qualities of individuals and accommodating these differences.
 - Uphold the values and ethics of the Company.
 - Convey the concerns, feelings and attitudes of employees to top management.
4. Employees are encouraged to discuss any questions or concerns about the fulfilment of the Manager's responsibilities as listed above with their Manager to formulate solutions where possible.
 5. Should an employee feel that an issue is not resolved and that his Manager is not fulfilling his responsibilities, the formal grievance procedure may be followed.

SECTION 2 : GENERAL WORK CONDITIONS

- 2.1 Diversity and Inclusion**
- 2.2 Dress Code**
- 2.3 Business Cards**
- 2.4 Drug, Cigarettes and Alcohol-Free Workplace**
- 2.5 Involvement in Political Activities**
- 2.6 Involvement in Charity /Not for Profit Organisations**
- 2.7 Selling , Canvassing & Other Commercial Activities on Ecobank Premises**
- 2.8 HR Related Policies (Compliance Policies, IT, Finance, Communication)**

2. GENERAL WORK CONDITIONS

PHILOSOPHY

The diversity of the Company's workforce not only enriches its members' work experience, but also contributes to the profitability of the Company. The Company promotes the principle of equity over equality. The Company recognizes that continued success in meeting its business objectives, requires the full and active participation of talented and committed individuals regardless of their gender, race, ethnic origin, disabilities, age, or sexual orientation. By fostering an atmosphere of acceptance and support, we can begin to value and appreciate the strengths afforded by the differences, styles, ideas, and organizational contributions of each employee.

2.1 DIVERSITY AND INCLUSION

2.1.1 Policy Statement

Ecobank Transnational Incorporated (ETI) values diversity and is committed to promoting it within the workplace by seeking to ensure that all employees are treated fairly and with dignity and respect. We aim to provide equal opportunities and create a workplace that supports all our staff and value their differences.

2.1.2 Policy Guidelines

1. Equality means treating everyone the same while equity means recognizing the unique contributions of all employees and understanding how their differences add value to the company.
2. Diversity refers on the inclusion not just differences in race or gender, but every quality that makes persons unique: age, experience, education, marital status, family size, whether person comes from urban or rural backgrounds to create an environment that welcomes all forms of differences.
3. Each employee has the duty both morally and legally not to discriminate against individuals. This means that there must be no discrimination, direct or indirect on the grounds of race, nationality, color, health status, disability, religion, gender, sexual orientation, political opinion, union affiliation, social origin or marital status in area of recruitment or employment at Ecobank. This also includes job selection, training, promotion, appraisal, salary administration and terms of conditions of employment.
4. Embracing diversity is a business imperative for a Pan African Bank like this which operates in more than thirty-five (35) countries. The Company uses the term diversity to recognize and embrace the existence of many visible and invisible differences including: Thinking style, Leadership style, Gender, Ethnicity, Religion, Sexual orientation, Age, Physical ability and Experience.
5. At Ecobank Transnational Incorporated (ETI), inclusion represents an environment that values and integrates each person's differences and provides the opportunity for everyone to participate in achieving our business goals. An inclusive business culture will help create a global community in which people can be themselves, give of their best and grow professionally.

6. The company's diversity priorities are to:
 - build a culture (mindset) that embraces, values and leverages individual differences
 - equip leaders to recruit, develop and get the best out of diverse teams
 - enable employees to better balance and integrate their work and personal life
 - This policy applies to all decisions relating to recruitment or employment, including job selection, work assignments, training, promotion, performance appraisal, career development, compensation and benefits, administration and terms and conditions of employment
7. The Company's programs enable employees to:
 - Demonstrate awareness, value and embrace diversity differences
 - Demonstrate greater understanding of inclusive behavior at work
 - Leverage working in diverse teams
 - Improve communication across business units
 - Manage resistance of change in others regarding diversity.
8. The Company does not tolerate any unlawful discrimination against disabled employees or any other disadvantaged group and has a duty to take such steps as are reasonable to prevent work practices or physical features of our premises from placing such an employee at a substantial disadvantage in comparison to those persons who are not disabled.
9. The Equal Opportunities Policy applies to all employees and compliance to this policy is an important part of its responsibility. Employees who act in breach of this policy may be subject to disciplinary action (up to and including dismissal) in accordance with Ecobank's Disciplinary Procedure and may be personally liable for their actions.

2.1.3 Procedure

Staff should contact Human Resources Department for further clarification on the Company's diversity and inclusion programs and policy interpretation

2.2 DRESS CODE

2.2.1 Policy Statement

The Company believes that proper dress is essential in a business where developing customer respect and confidence is necessary for long-term growth and prosperity.

All employees of Ecobank represent the public image of the Company and must therefore ensure that the image they portray upholds our standards of professionalism. It is therefore imperative that during business hours employees are expected to be neat, tidy and conservatively dressed.

2.2.2 Application

This policy applies to all employees of Ecobank.

2.2.3 Policy Guidelines

1. Ecobank Transnational Incorporated (ETI) expects all employees to dress in accordance with general standards expected of a professional work environment.
2. The Company endorses a formal business approach to dress.
3. Employees are required to be neat and presentable and to share an appreciation for the professional nature of the business and the expectations of clients and colleagues. All are expected to present a professional appearance in dress and grooming.
4. All are expected to exercise good taste and to avoid any excesses that could detract from the overall professional image.
5. Supervisors are responsible for handling situations where employees are dressed inappropriately.

2.2.4 Formal Business Dressing Guidelines

1. All outer garments shall fit properly. Clothing shall be of appropriate size and properly laundered to present a neat, clean appearance.
2. Male employees are required to wear neat and clean suits and shoes. Ties, when worn, should be tied appropriately.
3. Female employees are required to wear neat and clean business dresses, suits, slacks, blouses, jackets/blazers, and shoes.
4. Accessories that do not detract from the professional image of Ecobank are appropriate.
5. Hats are not appropriate in the office. All staff should remove hats, caps, or other headgear while on duty indoors.

6. Short sleeve shirts must be worn with jackets.

2.2.5 Grooming

1. All employees should maintain a clean and groomed appearance.
2. Hairstyles, haircolor, beards, moustaches, sideburns, and other appearance-related items should present a neat and professional style.
3. Cologne, perfume and aftershave should be subtle. Employees should take into consideration that some of their fellow employees may be sensitive to – or have an allergic reaction to – certain fragrances.
4. It is unprofessional and unacceptable for employees to expose tattoos or any other inappropriate body arts. These must be appropriately covered.

2.2.6 Exceptions

Reasonable accommodations will be made for employees' medical conditions or religious beliefs consistent with business necessity to present a professional appearance to the public.

2.2.7 Our Colors and Corporate Dress Guidelines

Ladies Dress Guidelines	
Acceptable Dress Code	Unacceptable Dress Code
Skirts or trouser suits and dresses with only Navy blue, grey, black, dark brown and pin stripes in these colors	Miniskirts, tights, shorts, low-cut necklines, garments that are unnecessarily revealing, patterned suits or dresses
Shirts/body suits in only blue, brown and grey colors	Shirts/camisoles/body suits with printed logos or inscriptions
Inner/Camisoles only in white, light blue, cream, white with blue stripes	Immoderate hairstyles and hair colors
Pin stripes in the foregoing colors (blue, brown and grey colors) and white and cream are permitted	Jeans, sandals, slippers, Sneakers
Shirts other than long-sleeved white or cream must be worn with jackets	Any other item of apparel not in accordance with a Banker's manner of dress
Black or dark shoes	
Gentlemen Dress Guidelines	
Acceptable Business Attire	Unacceptable Business Attire
Shirts must be white, blue, grey or stripes with white background	Chequered shirts
Suits must be navy blue, black, grey or pin stripes in the foregoing colors	Heavy facial hair such as beards
Shoes must be black or dark	Sandals, Sneakers
	Any other item of apparel not in accordance with a Banker's manner of dress

2.2.8 Procedure

1. It is the responsibility of each employee to use judgment and common sense in selecting clothing that fits with the function of his/her position and the professional image and mission of the organization.
2. Supervisors are responsible for ensuring that employees know, understand and adhere to this policy directive.
3. If an item of clothing is deemed to be inappropriate for the office by the employee's supervisor, the violation will be immediately brought to the attention of the employee with a verbal warning.
4. Verbal warning regarding a dress code violation should be discussed in private with the employee and may include a suggestion to dress more appropriately in the future.
5. Repeated disregard for the dress code policy may result in disciplinary action up to and including termination.

2.3 BUSINESS CARDS

2.3.1 Policy Statement

Ecobank Transnational Incorporated (ETI) recognizes the need for its employees to project a professional image in their interaction with stakeholders. It is for this reason that the Company will issue Ecobank branded business cards to facilitate effective business relationships between employees and other organizations or individuals.

2.3.2 Application

This policy applies to all full time employees (FTE) and probationary status employees.

2.3.3 Policy Guidelines

1. Only official information will be included in the business card such as:
 - individual's official name ,
 - Official title
 - Officially recognized telephone numbers as per the official company records.
 - Company address and official company email address.
2. Business cards are only to be used for official business purposes.
3. Improper use of the card will render the cardholder liable to disciplinary action
4. Business cards are only to be used by the person whose name appears on the card.
5. The cardholder is personally responsible and accountable for the safe keeping of the business cards.
6. Employees will be required to surrender any unused business cards on termination of employment

2.3.4 Procedure

1. All requests for business cards should be directed to the Procurement Department for processing as per laid down Procedures.
2. Procurement Department will contact HR to verify employee's names, official title, and telephone contacts as per company records.

2.4 DRUG, CIGARETTE AND ALCOHOL FREE WORK PLACE

2.4.1 Policy Statement

The Company is committed to maintaining a drug free workplace and promoting high standards of health and safety for individuals working at company locations. This commitment is jeopardized when any person uses illegal drugs or alcohol on the job, comes to work under the influence of alcohol or drugs, or possesses, distributes or sells illegal drugs in the workplace.

2.4.2 Application

This policy applies to all employees and all individuals within Ecobank Transnational Incorporated premises.

2.4.3 Policy Guidelines

1. A substance abuse is defined as the use of habit-forming alcohol, drugs or other substances.
2. Substance abuse at work may result in the following:
 - Endangering health and safety of other employees
 - Damage to the image of the Company
 - Loss of time due to absenteeism
 - Low or impaired performance
 - Interpersonal problems – criticism, paranoia, irritability, abusiveness, theft
3. The workplace for the purpose of this policy includes any location where employees are conducting business on behalf of the Company and is not restricted to Company premises.
4. Alcohol and smoking of cigarettes will not be permitted on Company property.
5. Employees reporting to work under the influence of alcohol or drugs will not allowed and will be subject to corrective and disciplinary procedure.
6. Supervisors/Managers are responsible for documenting incidents of substance abuse and notify the HR Department.
7. The Company will endeavor to assist to employees with drug and or/alcohol problems who wish to overcome them.
8. The Company will assist employees with drug and/or alcohol problems in the following ways:
 - Offer advice and other necessary assistance including agencies to which the employee can be referred (where necessary and available).
 - Provide reasonable leave off work to receive treatment while at the same time monitoring, reviewing and evaluating the situation.
 - Safeguard all employment rights during any reasonable time of treatment.
 - Provide the employee with the opportunity to discuss the matter without fear of reprisal.
 - Maintain confidentiality.
 - Recurrences of abuse will be given due consideration and evaluated on their own merit.

2.4.4 Procedure

Employees who have questions or concerns should contact the HR Department for further guidance.

2.5 INVOLVEMENT IN POLITICAL ACTIVITIES

2.5.1 Policy Statement

Ecobank shall not be involved or perceived to be involved in national or regional politics. Ecobank will not endorse or sponsor any political organisation, its views or activities.

2.5.2 Application

This policy applies to all employees

2.5.3 Policy Guidelines

1. Ecobank is apolitical and shall not be involved or perceived to be involved in national or regional politics. Employees are however encouraged to exercise their civic rights and responsibilities as citizens of individual countries.
2. Ecobank employees should exercise their civil rights in accordance with the laws and regulations of the individual country. Employees are however prohibited from engaging in the following political activities on Ecobank premises during working hours:
 - Soliciting monetary political contributions from any employee;
 - Soliciting any contribution of services or resources for political purposes from any employee;
 - Taking personnel action or making any promises or threat of action with regard to any employee because of the giving or the withholding of a political contribution or service,
 - Engaging in solicitation or politically motivated behaviour that is harassing or discriminatory.

2.5.4 Procedure

1. Employees seeking to run for public office or seeking political appointment must disclose such intention to the appropriate Human Resources function. Such employees must agree to the following requirements in writing:
 - Employees seeking full-time political office must resign or request leave of absence without pay.
 - Employees running for political office shall not disclose their current or prior affiliation with Ecobank in the course of their election campaign. Such employee is prohibited from using Ecobank name in a way that suggests Ecobank endorsement of his/her candidacy.
 - Employees running for political office can only retain their jobs if in the opinion of the Group Executive; they can continue to provide full attention to their work.
 - Reinstatement to former position or any position at all in Ecobank after the leave of absence will be at the sole discretion of the Ecobank.
 - Employees running for political office must avoid any conflict of interest and particular care taken to avoid activities that might embarrass Ecobank or adversely affect its image.
2. Violation of this policy shall attract appropriate disciplinary action that includes termination of employment.

2.6. INVOLVEMENT IN CHARITY /NOT PROFIT ORGANISATIONS

2.6.1 Policy Statement

Ecobank is a responsible corporate citizen and may contribute to charity and not-for-profit organisations of a non-political nature. Ecobank shall however not endorse or sponsor any particular charitable or not-for-profit organisation or the views or activities of such an organisation.

2.6.2 Application

This policy applies to all employees of ETI.

2.6.3 Policy Guidelines

1. Employees of Ecobank Transnational Incorporated (ETI) may participate in charity/not-for-profit organisation activities as private Individuals.
2. Voluntary public work may be undertaken provided it does not interfere or conflict with Ecobank duties.
3. Conflict of interest must be avoided and particular care taken to avoid any activity that might embarrass or adversely affect the image of Ecobank.

2.6.4 Procedure

1. No employee is permitted to accept a position in a charity or not-for-profit organisation without the prior approval of Group Human Resources Head. This is because acceptance of such offices might involve Ecobank and its local representative in contentious matters outside the sphere of the Group's activities.
2. Violation of this policy shall attract appropriate disciplinary action that includes termination of employment.

2.7 SELLING, CANVASSING AND OTHER COMMERCIAL ACTIVITIES ON ECOBANK PREMISES

2.7.1 Policy Statement

Ecobank Transnational Incorporated (ETI) seeks to prevent disruptions that interfere with productivity, create tension and discord in the workplace

2.7.2 Application

This policy applies to all employees

2.7.3 Policy Guidelines

1. Ecobank Transnational Incorporated (ETI) is a financial services institution. Selling, canvassing and other commercial activities not related to the official business of Ecobank Transnational Incorporated (ETI) on its premises by employees and non-employees are prohibited.
2. Such acts include but are not limited to asking employees for funds or contributions, offering goods for sale (whether for charitable or commercial purposes), asking employees to sign a petition, requesting employees to join or become a member of a group, soliciting an employee's support for a political candidate, or otherwise requesting employee's support or commitment with respect to causes, groups or interests.

2.7.4 Procedure

1. Agents seeking to sell or canvass on the premises must request for approval in writing from the Group Head Human Resources who shall discuss such request with the Group management.
2. Violation of this shall attract severe sanctions (which include dismissal in cases of repeated occurrence) and confiscation of the merchandise.

2.8 HR RELATED POLICIES FROM OTHER DEPARTMENTS

2.8.1 Policy Statement

The Company may develop other policies other than this Manual (Compliance Policies) that relate to various aspects of the Company's activities. Such policies will be made available to all employees to ensure that they are fully informed of their provisions and acknowledge adherence to them.

2.8.2 Application

It is valid for ETI employees at all levels.

2.8.3 Policy Guidelines

1. The following set of policies referred to in this section are developed and maintained by the respective functions that include: Compliance, Finance, Information Technology and Communications.
2. Compliance policies provide a framework that ensures that the Company and all its employees act with integrity and observe legal and ethical frameworks at all times. Each employee is expected to know and understand the provisions of the Company Compliance Policies and adhere to their guidelines.

Below is a list of the relevant existing Compliance policies

- Rules on Business Ethics
 - Conflict of Interest
 - Whistle blowing
 - Data Protection
 - Inducement
 - Anti-Money Laundering
 - Personal Account Dealing
 - Code of Practice for Staff Dealing with Securities
 - Treat your Customer fairly
3. Ecobank provides appropriate travel arrangements for employees travelling on official business. The Business Travel and Expenses Policy gives guidelines to staff while carrying out pre-authorized travel and other business-related assignments.
 4. The IT Department has developed policies that provide employees with rules and guidelines on the appropriate use of Company equipment such as network and internet access (Access Control, User access management, Network Security, System Application access control) as well as access to company premises (Office key and office access control).

The objectives of these policies are:

- To define acceptable use of IT resources

- To ensure that employees are held accountable for the use of Company resources
 - To protect the intellectual proprietary owned by the Company
 - To protect data integrity and confidentiality
 - To prevent downtime, loss of data or productivity loss
5. The Company communications policy establishes a guideline for Ecobank Transnational Incorporated (ETI) in its internal and external communications strategy. This includes how internal and external communications will be conducted including the release of information about the company to the general public, media, customers and other stakeholders. It also includes provision on how to handle Company image, name and branded stationary.
 6. All employees are required to fully comply by knowing, understanding and adhering to the rules and regulations set out in each of the above mentioned policies.

2.8.4 Procedure

1. All employees will be provided with all applicable policies with regard to Compliance, IT and Communications and will be required to sign as an acknowledgement of receipt and understanding.
2. An original copy of the signed policies will be maintained in the employee file.
3. Employees are required to familiarize themselves with Finance policies relating to Business travel and to understand the rules and regulations contained therein before embarking on any business travel.
4. Further guidance and advice can be obtained from the relevant functions.

SECTION 3: PERSONNEL RECORDS

3.1 Employee Personnel File

3. PERSONNEL RECORDS

PHILOSOPHY

The purpose of this set of policies is to reiterate the Company's commitment and the importance it places to protect and safeguard the privacy of employees' personal information to the fullest extent possible, consistent with business and legal practices.

Records management helps to provide historical references and information of employees, comply with regulatory requirements on data retention, document management decisions and enhance operational efficiencies.

3.1 EMPLOYEE PERSONNEL FILES

3.1.1 Policy Statement

It is the Company's policy to create, retain and preserve employees' records in a manner that supports and promotes the business interests of the Company and satisfies all legal and regulatory requirements.

3.1.2 Application

All categories of employees except outsourced employees.

3.1.3 Policy Guidelines

1. Employees' records are the collection both paper and electronic communications and documents related to the employment of an employee, stored under the person's name or identification number, including but not limited to: forms, letters, memos, reports, lists and e-mails.
2. Personnel files for each employee are retained in accordance with this Policy.
3. The records serve as the historical record of information pertaining to an employee from date of hire to separation, and contain personal data as well as pre-employment and post-employment information.
4. The Company collects, maintains and uses employee's personnel information in such a manner as to ensure its accuracy and relevance, preserve the confidentiality of the information, safety, business needs and conform to applicable legal requirements.
5. Any misrepresentation of facts by an employee or any other person shall be regarded as serious misconduct and treated accordingly.
6. Each file should contain the following documents at the minimum:

Current Employment	Bio data	Education and previous employment
<ul style="list-style-type: none"> ✓ Job application form resume/CV, ✓ Contract of employment ✓ Job Description ✓ Work Permit (where required) ✓ Interviews reports ✓ Probation period reports and confirmation letter 	<ul style="list-style-type: none"> ✓ Employee Birth certificate ✓ Dependents disclosure form ✓ Dependents certificates (birth and marriage) ✓ Government identification (ID – Passport) ✓ 2 colour passport size Photos for self and each dependents ✓ Driving License ✓ Residence information (certificate / Utilities bills) ✓ Emergency contact details 	Diplomas /credentials and transcripts Previous employment work certificates References letters
Compliance Documents	Compensation & Benefits	
<ul style="list-style-type: none"> ✓ Directors/employee declaration ✓ Code of conduct ✓ AML ✓ Conflict of interest ✓ Outside business interest ✓ Rules of Business Ethic ✓ Related employees ✓ Patent and confidentiality ✓ Information security ✓ Electronic communication ✓ Background screening self-declaration ✓ Personal trading disclosure ✓ Signature specimen ✓ Internal regulation acknowledgment ✓ Medical Certificate ✓ Disclosure Forms 	<ul style="list-style-type: none"> ✓ Medical ✓ Life & disability ✓ Pension ✓ Social Security (if required) ✓ Loans requests ✓ Salary Reviews ✓ Bonus 	
Career & Personal Development	Employee Relations	
<ul style="list-style-type: none"> ✓ Performance Management forms (if not automated) ✓ Improvement plans ✓ Promotion ✓ Secondment/transfer letters ✓ Training & development ✓ Awards and Recognitions 	<ul style="list-style-type: none"> ✓ Disciplinary correspondences ✓ Grievances & Complaints ✓ Requests and responses for special leave ✓ Medical and disability reports ✓ Termination documents (dismissal, resignation, retirement, death, etc...) ✓ Exit documents & checks ✓ Any other correspondences 	

7. Employees' records will be stored in a secure location to protect the record as well as employees' right to confidentiality. They should be kept in locked offices or cabinets or drawers with access controlled by the designated Human Resources employees. Where it is possible, fireproof cabinets and drawers should be used.
8. The records should also be maintained in an easy manner to aid retrieval as and when they are required.
9. Electronic employee files should be created for each employee and saved into a specific folder on a secure backed-up drive or server, accessible to designated Human Resources employees only.
10. To preserve privacy, only Human Resources personnel will have access to employee's files. The Head of HR may grant permission to access employee file to the Line Manager and Legal personnel upon evaluating the reasons of the request.
11. Third parties such as regulators, labour officials, auditors may also request access to employees' records within the framework of their assignment. Guidance and advice will be sought from Legal/Compliance departments where appropriate before a record can be disclosed to these third parties.
12. At no time during the examination of the employee's records shall the records be left out of the direct supervision of the record keeper. When the records need to be retrieved from the employee file, the Human Resources should ensure that the person receiving the record duly acknowledges receipt and that the records is sent back and put in the file after the examination.
13. Former employees are not entitled to review their files.
14. Release of Information to External Agencies will be guided as follows:
 - Employees requiring information for external agencies should provide this directly to the external agencies.
 - HR representatives can only confirm information in cases where there is discrepancy that the employee has referred to the external agency to the Company to verify.
 - For former employees, the HR representatives can only confirm information regarding the last position held, the last salary earned and the period of employment.
15. Only Human Resources personnel have access to change or add information to employees' personnel files. Employees as well as Supervisors/Managers will provide relevant new or adjusted information to Human Resources as the changes occur.
16. The Company shall not be held responsible for inappropriate benefit coverage if the employee fails to report changes in their personal status to Human resources.
17. Employees will receive notification if there are any changes to their personnel records regarding pay, etc.
18. Employees' records should be retained for the retention period as guided by the Group Records Management Policy and procedure.
19. In case of permanent transfer of employees to other affiliates, their personnel file should be sent to the new country location. Copies of the file should however be kept by previous country.

21. For Short Term Assignments and Secondments, there is no movement of employees' file. However, Human Resources Department of the receiving country should ensure that all the records created during the assignment period are sent to the sending country's Human Resources.
22. Closed files where cessation of employment has occurred will be retained by Human Resources for a specified period of time defined by the Group Records Management Policy and procedure and thereafter moved to the archives store.

3.1.4 Procedure

1. The Human Resources Department owns the process for ensuring that employees' records are safely and securely maintained. As employees' records keeper, Human Resources Department should ensure that employees' records are easily accessible and provided to authorized employees or Third party when required.
2. Legal and Compliance Departments will provide guidance on local laws and regulations regarding retention, disclosure and disposal of employee's records.
3. Employees requiring information from their personnel files are required to submit a written request.
4. Employees are not permitted to remove documents from their personal files and files may not be removed from the Human Resources Department nor can they view/access their files. They can however request from the Human Resources Manager or a representative from Human Resources to obtain copies of documents maintained in their files.
5. The retention and disposal of personnel file shall be guided by the Group Records Management Policy and procedure. .
6. Each employee is required to report any change in name, address, telephone number, marital status and number of dependants as well as any award or newly earned degrees or certificates to his supervisor and to the Human Resources Function.

SECTION 4: ATTENDANCE AND LEAVE

4.1 Hours of Work

4.2 Annual Leave

4.3 Sick Leave

4.4 Maternity / Adaptative Leave

4.5 Paternity Leave

4.6 Exceptional Paid Leave

4.7 Administrative Leave

4.8 Unpaid Leave

4.9 Study Leave

4.10 Sabbatical Leave

4. ATTENDANCE & LEAVE

PHILOSOPHY

Ecobank Transnational Incorporated (ETI) recognizes the importance to balance work, personal development, social life and rest/relaxation. For this reason, it has defined working hours and provides eligible staff with the opportunity to request for various type of leave. The company demonstrates support to employees during special and difficult times, allowing time off to affected employees.

It is expected that any leave granted to employees shall be used for the intended purposes and any violations will be dealt with as per the disciplinary Procedures.

4.1 HOURS OF WORK

4.1.1 Policy Statement

Ecobank maintains official working hours that are appropriate to the Company's business operations. The Company acknowledges that there are varying working days. The purpose of this policy is to define generic, regular work schedules for all employees and to provide employees with consistent standards to comply with.

4.1.2 Application

This policy and the rules herein apply to all employees of Ecobank Transnational Incorporated.

4.1.3 Policy Guidelines

1. The standard working week for employees consists of forty (40) working hours excluding lunch breaks.
2. Employees are expected to work a minimum of five (5) days in a week.
3. Official working hours for ETI is as below :
 7:30 am to 12:30 pm
 2:30 pm to 5:30 pm
4. For operational reasons, employees may be required to work a shift system, where hours vary from week to week or month to month. In such cases, the employee will be advised of the shift arrangement and, where applicable, the shift allowance.
5. The working hours in the shift arrangement will not exceed the normal working hours of Ecobank Transnational Incorporated (ETI). Employees who are required to work on a shift system will be advised of this arrangement by their managers.

6. It is the responsibility of every employee to be at his/her workstation by his/her scheduled starting time and to return from lunch not later than the allotted time and to manage their work schedule in accordance with their work responsibilities.
7. In order to ensure that Ecobank Transnational Incorporated (ETI) provides continuous service to its customers at all times during official opening hours, all departments are expected to provide minimum coverage during lunch hours. This can be organized by the manager on a rotational basis and/or by other satisfactory arrangements that ensure full service levels.
8. Habitual persistent lateness/absence constitutes misconduct and accordingly could lead to disciplinary action including dismissal.
9. Lateness or absence during a day that exceeds 3 hours will be deducted from the employee's annual leave.
10. It is the Policy of the Company that work shall be completed, in so far as possible during regular working hours and no overtime payments are made for work undertaken in excess of the regular work hours. That notwithstanding the Company may make overtime payment to specific categories of staff as defined in individual contracts of employment, subject to proper authorization of the employee's manager.
11. Compensatory time off in lieu of long works may be granted at the approval of the Manager.
12. Employees who require accommodation for religious practices should speak to their immediate manager about the scheduling of breaks.
13. Absence from duty may only be taken with prior approval from the Manager.
14. Unauthorized absence from duty for a period exceeding 5 working days shall be treated as abandonment, which constitutes gross misconduct and shall attract disciplinary action which may include summary dismissal.
15. The Company observes all official statutory public and religious holidays in Togo.
16. An employee may however be required to work on such days at the discretion of his/her manager if the needs of the business so dictate. In such cases, they may, with the agreement of their manager and the Human Resources Department, recover the day by way of time-off in lieu of the public holiday not taken.
17. Should a public holiday fall within an employee's period of leave, which would have been an ordinary working day, a workday on full pay will be added to his/her leave entitlement.

4.1.4 Procedure

1. Working days and hours have been indicated above and any changes will be communicated to staff. Public holidays shall also be published and communicated to all staff.
2. Employees who due to unavoidable circumstances report to their assigned workstation late should immediately notify their Manager. If the absence cannot be predicted in advance, the employee should notify his/her Manager or HR department within the first half-hour of their starting time. In cases of emergency or ill health, notice must be forwarded to the company as soon as possible within 48 hours.

3. If an employee must leave work before the scheduled time, he/she must notify their Manager prior to departure, at least two hours in advance.
4. In the cases of repeated excessive tardiness or absence, the Manager will report the behavior to the HR Manager prior to initiating the normal disciplinary process.
5. Line Managers have the responsibility to inform HR Department of any violations to this policy.

4.2 ANNUAL LEAVE

4.2.1 Policy Statement

It is the policy of the Company to provide eligible employees time off each year for the purposes of rest, relaxation and to attend to personal needs.

4.2.2 Application

This policy applies to full time and probationary employees or as indicated on the agreement between the Company and the employee.

4.2.3 Policy Guidelines

1. It is in the interest of the physical and mental well-being of employees that they avail themselves for their leave entitlement each year and not to allow it to fall into arrears.
2. All leave must be taken within the calendar year 1st January to 31st December. Any unused leave accrued during the year cannot be carried over to the next calendar year nor commuted for cash.

Under exceptional circumstances where work exigency does not permit an employee to take leave during the calendar year, the Line Manager with prior written approval from the Business Executive and Group Human Resources Head may allow the employee to carry over a maximum of ten (10) days to be taken during the first quarter of the following calendar year. Approval shall be requested latest by December 1st of the year from the Business Executive and Group Human Resources Head as the case requires. Typically each Business Unit head/Line Manager shall compile the requests for the team (including leave balance to be carried forward and suggested planning dates) and submit for approval.

Leave not taken cannot be carried over for more than 2 years after the year they have been accrued. They will be automatically cancelled if not taken unless such accrued leave is due to business requirements or constraints from the Company.

All leave accrued prior to the date of effect of this manual will be “grandfathered” and as such, are not concerned by this rule. These leaves can be gradually liquidated by the concerned employees or compensated in cash in the case that a separation occurs between employee and ETI before they are fully liquidated/taken.

All employees must take annual leave in such a way that they are away from the office at least 10 working days or 14 consecutive calendar days, during a calendar year. The purpose of this requirement is to enhance internal controls and to protect the assets of the Company. For this reason, an employee who is taking a two-week vacation is prohibited from carrying out transactions and activities and therefore the duties normally performed by the person on vacation should be assumed by someone else.

This requirement may be waived if the employee was absent from work for a period of 14 days without access to Bank premises, either physically or via electronic means (in exception of e-mails). This will include sick leave, off-site training and study leave on the basis that the employee had no access to transactions, may it be manual or systems based. Employees may therefore substitute or combine vacation with other forms of time-off, to meet this requirement.

All employees hired before the 1st of April have to comply with the two-week requirement while those employed between 1 April and 30 June should be away for at least one week. For employees that joined after the 1st of July, the rule does not apply for that year.

5. Annual Leave days exclude Saturdays, Sundays and public holidays except where local regulation provides otherwise. Leave entitlement shall be prorated accordingly.
6. Under exceptional circumstances employees may take up to 10 (ten) days leave that is not yet earned and such leave shall be deducted from future accrued leave.
7. Whilst employees earn leave during the probationary period, it is encouraged that accrued leave is taken upon completion of such period. That notwithstanding, employees on probation may be granted leave, based on the prevailing situation.
8. Managers are responsible for annual departmental leave planning and for ensuring that leave schedules and records are sent to Human Resources for storage in personnel files.
9. The Manager and employee should collaborate to ensure that work is distributed and well organized or another person is appointed in advance, for appropriate coverage of business operations.
10. Leave requests should be submitted to the Manager at least 5 (five) days in advance of the leave commencement date.
11. Only approved leave may be taken.
12. All employees are required to leave contact address and telephone number with their Manager and Human Resources before proceeding on leave.
13. If the exigencies of the business dictate, an employee may be recalled from leave, such recall may not exceed twice in any Calendar year. Unused leave days will be cancelled and credited to the employee.
14. Any employee who does not resume duty after expiration of the leave period shall be deemed to have absconded duty and dealt with per the disciplinary process.
15. Unutilized accrued leave days shall be translated to cash and paid to employees who exit employment as part of their final dues. Any other financial compensation is prohibited.
16. If on termination an employee has taken leave in excess of his/her entitlement, deductions will be made from the employee's final dues.

4.2.4 Procedure

In Q1 of each year, HR should request Unit/department heads to submit leave schedules/plans for employees in the unit indicating anticipated leave dates.

1. Employee proceeding on leave initiates dialogue with the Manager on leave intentions and they both discuss its impact on the business unit's work and back up replacement, as appropriate.
2. Once both parties agree that the leave timing is appropriate, the employee completes the leave request online using the HR system.

3. The Manager reviews the leave request and approves if all is okay. A prompt is automatically sent to HR through the HR system.
4. The employee may then proceed on leave.
5. In the case the leave is meant as Mandatory Leave, the Supervisor should ensure that all measures required to ensure compliance are taken such as disabling access to systems for employees using systems to process/approve transactions.

4.3 SICK LEAVE

4.3.1 Policy Statement

The company shall provide time off from duty on account of short or long term illness in line with this Policy.

4.3.2 Application

This policy applies to full time and probationary employees or as indicated on the agreement between the Company and the employee.

4.3.3 Policy Guidelines

An employee who is absent from work due to illness will be entitled to sick leave with full pay under the following terms:

1. Sick time off will be guided by this Policy.
2. Employees may be granted sick leave of up to three months on full salary, three months on half salary in any period of twelve consecutive months, provided that the length of sick leave permitted in any three consecutive years shall not exceed twelve months altogether, comprising six months on full salary and six months on half salary.
3. Should an employee be absent on sick leave for six consecutive months, the company will appoint a medical doctor to investigate the employee's health situation and advise on his/her ability to perform assigned duties.
4. Where it is medically certified that the professional ability of a staff member has been reduced as a result of illness, accident or disability, the Group Management may, on the basis of a report from an approved physician, and in consultation with Human Resources decide on an appropriate course of action, which may include termination.
5. Where an employee has overspent the approved period of sick leave, Ecobank Transnational Incorporated reserves the option to terminate the employment on the grounds of disqualifying ill health.
6. Unused days of sick leave will not be carried over to a new cycle nor be paid out.
7. Days taken in excess of the provided allocation may be taken as annual leave or as unpaid leave.
8. A medical certificate is required if an employee is absent from work for more than one working day on account of illness. Such a certificate shall, except in circumstances beyond the control of the staff member, be produced not later than the end of the first working day following the initial absence from duty of the employee.
9. Chronic use of sick leave may warrant the appointment of a Company doctor to investigate the employee's health situation and advise on his/her ability to perform assigned duties. In such cases, the matter will be handled according to the incapacity guidelines.

10. An employee may be retired on ill health grounds. Also, Ecobank Transnational Incorporated reserves the option to terminate the employment on the grounds of incapacity.

4.3.4 Procedure

1. Employees should notify their Supervisor/Manager on the first day of absence from work.
2. Sick leave will only be granted on producing a medical certificate from a duly qualified medical practitioner as to the cause of the incapacity if absence from work due to illness exceeds one day.
3. The Company may independently investigate absences on medical grounds including medical certificates where fraud or abuse is suspected.
4. On returning to the office, the employee must ensure that he/she has sent a medical certificate to the HR Manager.

4.4 MATERNITY / ADOPTIVE LEAVE

4.4.1 Policy Statement

The Company recognizes the need to ensure the health of the mother, the unborn child and thereafter, provide time for both the mother and child to bond. The Company administers maternity leave in accordance with this policy.

4.4.2 Application

This policy applies to female employees who are on Full Time and probationary employment or as indicated on the employment contract. .

4.4.3 Policy Guidelines

1. Maternity leave will be granted for a period of 14 consecutive weeks.
2. An employee proceeding on maternity leave is guaranteed the same position or comparable position upon return.
3. Both Annual and Maternity leave may be taken consequentially according to the laid down Procedures.
4. Employees are entitled to time off to attend pre and post-natal clinic visits as agreed with the Line Manager and HR based on documented evidence.
5. Employees are entitled to reasonable leave in the event of a miscarriage or stillbirth based on professional advice from an approved medical practitioner.
6. The Company shall provide additional concession for nursing mothers upon their return from Maternity for a maximum period of (15) fifteen months. This shall not exceed one hour per day.
7. All employees qualifying for maternity benefits receive 100% salary and benefits from the Company. For employees for whom social security is paid by the Company in Togo, salary during maternity leave will be paid by the Social Security as per their applicable rule. Any unpaid amount by the Social Security will be compensated by the company to ensure that the employee receives 100% salary.
For those for whom social security is not paid, full salary will be paid by ETI during maternity leave.
8. Line Managers should as much as possible desist from cutting short maternity leave to ensure that the mother and child have sufficient time prior to returning to work.
9. On the contrary, if a Manager is compelled to recall the employee due to business emergencies, the employee will not spend more than 5 working days in the office. The employee will be immediately compensated by way of extending their maternity leave by twice the number of days (Maximum of 10 days).
10. Employees who voluntarily return to work earlier than their due date will not qualify for

reimbursement/crediting of unused maternity leave days.

11. Employees are expected to return to work after completion of maternity leave failure to which disciplinary action will be instituted.

4.4.4 Adoptive Parents

1. In recognition for the need for bonding, the conditions to apply for adoptive parents will be as follows:
 - Adopted child of the ages 0-6 months will entitle the adoptive mother to full maternity leave and benefits.
 - Adopted child older than six months will entitle the adoptive mother to one (1) month maternity leave.
 - In each of the above scenarios the adoptive father qualifies for paternity leave as specified in the paternity leave policy.
2. The company recognizes the required processes leading to the placement of the child and the potential need for time off. The company shall only provide adoption leave after the child is placed.
3. This provision is limited to one adoption leave per annum.

4.4.5 Procedure

1. Employees are requested to notify their Managers of potential maternity leave as early as possible once the employee is comfortable to communicate. Written requests should be submitted at least one month prior to the anticipated due date.
2. The employee is required to submit a certificate from a medical practitioner stating that the employee is pregnant and the anticipated due date. The certificate should indicate the expected dates of leave commencement and return.
3. Employee shall forward the leave form with accompany documents to Human Resources who are responsible for authorizing the leave, and setting out the terms and conditions including the specific commencement and return to work dates.
4. Employees may commence leave 6 weeks at the earliest and 4 weeks at the latest prior to the expected date of the birth or from a time advised by a medical practitioner based on the employees' health and/or that of the unborn child or as regulated by local labor law.

4.5 PATERNITY LEAVE

4.5.1 Policy Statement

The company recognizes the dual responsibilities of both parents in the birth or adoption of a child, and provides for paid leave to male employees to care for their new born baby or adoptive child or to support the mother/partner following birth.

4.5.2 Application

This policy applies to male employees who are on Full Time and probationary employment or as indicated on the employment contract.

4.5.3 Policy Guidelines

1. To qualify, the individual must be the biological father, the mother's husband or one member of a couple who has jointly adopted a child.
2. Proof of childbirth or notification of adoption is required. As such, Paternity Leave shall be granted subject to production of a medical certificate signed by a qualified medical practitioner or an adoption notification letter from an adoption agency.
3. Only one period of leave per calendar year is available to an employee irrespective of whether more than one child is born or placed for adoption as a result of the same pregnancy or placement.
4. Employees shall be entitled to five (5) consecutive days with full pay.
5. Paternity leave may be taken one month prior to the birth or placement of the child and not later than 6 months thereof, after which shall expire and cannot be claimed.
6. Employees have the right to return to the same job following paternity leave.
7. Both Annual and Paternity leave may be taken consequentially according to the laid down Procedures

4.5.4 Procedure

1. Employees are requested to notify their Managers of potential leave as early as possible once the employee is comfortable to communicate. Written requests should be submitted at least one month prior to the anticipated due date.
2. The employee is required to submit a certificate from a medical practitioner confirming the date of delivery or adoption.
3. If the employee has not yet declared the dependant to HR, proof of relationship is required.

4. Employee should forward the leave form with accompany documents to Human Resources who are responsible for authorizing the leave, and setting out the terms and conditions of leave, including the specific commencement and return to work dates.

4.6 EXCEPTIONAL PAID LEAVE

4.6.1 Policy Statement

The Company recognizes that there are times when personal emergencies situations happen to employees. In such situations, employees will be entitled to exceptional leave with pay, non-deductible from the normal annual leave entitlement, in order to cater for personal emergencies relating to their immediate family responsibilities or other personal events from time to time.

Family responsibility is related to spouse or life partner, children, father, mother, brother and sister who need the employee's support. Family responsibility leave shall be applicable to all employees who are eligible for leave.

In order not to defeat this purpose, the leave should be requested and taken at the time of occurrence of the family event and no postponement or carry over will be approved.

The policy defines the Company's position with respect to employees who require exceptional paid time off.

4.6.2 Applications

This policy will apply to all employees.

4.6.3 Policy Guidelines

1. Exceptional paid leave may be granted to employees in the event of :
 - Serious illness or death of an immediate member of the family (i.e. spouse, children, father, mother, siblings and parent in law) as below :
 - i. Death of a spouse, parents or child : 4 days
 - ii. Death of a father or mother in law : 3 days
 - iii. Death of a Sibling : 2 days
 - Family emergencies such as a domestic disaster (serious flood, fire or burglary, etc...) : 1 to 2 days.
 - Other types of family events as indicated below :
 - I. Marriage of the employee : 3 days
 - II. Marriage of a child or sibling of the employee : 1 day
 - III. Baptism/communion of a child : 1 day
 - IV. Moving house : 1 day
2. If employees need to extend Exceptional paid leave due to extenuating circumstances, they may utilize part of their annual leave entitlement at the discretion of their manager.
3. If the employee has not yet declared the dependant to HR, proof of relationship is required.
4. Before granting an employee exceptional leave for family responsibility as listed above, the Company may require reasonable proof of an event for which leave is required. If the employee is not able to provide proof before the leave is taken, he/she must provide it immediately he/she returns from the leave.

5. All other special leave days that are not listed above are deducted from an employee's annual leave balance.

4.6.4 Procedure

1. Employee notifies his Manager and submits a leave form as early as the incident occurs, with relevant supporting documentation.
2. Employee forwards the leave form with accompany documents to Human Resources who are responsible for authorizing the leave, and setting out the terms and conditions, including the specific commencement and return to work dates.
3. Manager approves the exceptional leave.

4.7 ADMINISTRATIVE LEAVE

4.7.1 Policy Statement

The company recognizes that from time to time employees require leave to participate in public proceedings and supports employees in the fulfilment of their civic duties.

4.7.2 Application

This policy applies to all Full Time and probationary employees.

4.7.3 Policy Guidelines

1. Employees may request for administrative leave with pay under the conditions listed below.

Circumstances that justify administrative leave	Required documentation	Number of Administrative days
Court Duty:	Official statement from court which assigns them court duties and which indicates the day(s) of service	As required
Witness Summons	Employees who are subpoena as witnesses in court cases should present a copy of the subpoena	As required
National Elections	Employees granted time off to exercise their voting rights if the day has not been gazetted as public holidays	Actual election day(s)
Sports	Granted if employee is selected by an officially recognized sports institution. Participation may include a player, referee, coach or and trainer	Up to 5 days per calendar year

2. Employees, who appear in court as witnesses on their behalf, as plaintiffs or defendants, are not entitled to administrative leave.
3. Any requirements for additional time off exceeding the above guidelines will be taken under annual leave per the laid down process.

4.7.4 Procedure

1. Employee notifies his Manager and submits a leave form as early as possible, with relevant supporting documentation as mentioned above where applicable.
2. Employee forwards the leave form with accompany documents to Human Resources who are responsible for authorizing the leave, and setting out the terms and conditions, including the specific commencement and return to work dates.

3. Manager approves the leave and sends to Human Resources Department for records.

4.8 UNPAID LEAVE

4.8.1 Policy Statement

The Company recognizes the need for additional time off where paid leave has been exhausted and/or for circumstances that are not covered under any of the leave policies. This may include self-improvement and development pursuits, religious observations or unforeseen emergency situations.

4.8.2 Application

This policy shall apply to Full Time Employees who have served twelve (12) months.

4.8.3 Policy Guidelines

1. Priority is provided to business needs therefore approval would be based on releasability by the department Manager.
2. An employee must have exhausted:
 - Their entire annual leave and require more than 10 non-accrued annual leave days.
 - Circumstances requiring time off do not meet any of the leave categories.
3. The duration of unpaid leave shall not to exceed three (3) months.
4. Any employee who fails to return from unpaid leave may face disciplinary action including termination of employment.

4.8.4 Procedure

1. Employee notifies his manager at least thirty (30) days in advance if the event is foreseeable and submits a leave form with relevant supporting documentation.
2. Manager evaluates the request against the Company's business needs.
3. Employee forwards the leave form with accompany documents to Human Resources who are responsible for and setting out the terms and conditions, including the specific commencement and return to work dates.
4. Manager approves the leave and sends to Human Resources Department for records

4.9 STUDY LEAVE

4.9.1 Policy Statement

The Company supports employees in their pursuit for continued personal and professional development. Paid time off is provided to enable employees to further development and acquire skills, enhance professional growth and broaden their knowledge.

4.9.2 Application

This policy shall apply to permanent employees with 12 months of continuous service.

4.9.3 Policy Guidelines

1. Leave will be granted for study and writing examinations where an employee is enrolled for an approved course.
2. An employee who elects to undertake a course of study in an area that is unrelated to his/her work area will not be granted study leave but may use their annual leave entitlement for time off.
3. Entitlement is a maximum of fourteen (14) working days per year for approved courses.
4. Any days taken in excess of the study leave given will be deducted from the annual leave entitlement.
5. Employees who fail examination and require further time off for repeat exams or to study time do not qualify for study leave and will require applying for annual leave per the laid down process.

4.9.4 Procedure

- 1 If the employee intends to apply for study leave, upon enrolment of the course, he/she should submit all course details including duration and the examination timetable for approval.
- 2 The Manager in liaison with Human Resources reviews the course to determine relevance to employee's function area and career growth.
- 3 The Manager approves the request for leave in advance, not later than one week prior to the actual examination date or study time.
4. Once approved and signed by the Manager, the timetable and approved leave form is sent to Human Resources.

4.10 SABBATICAL LEAVE

4.10.1 Policy Statement

Ecobank Transnational Incorporated recognizes that there may be times when employees wish to take extended periods of time away from work during the course of their employment to pursue other interests outside of work. The reasons to be considered for the sabbatical leave are as per the non-exhaustive list below :

- To pursue further education
- To participate in voluntary or community work
- To pursue a political career
- Handle a critical family matter such as serious illness of a dependent, etc...

4.10.2 Application

Eligibility is to permanent employees with at least 24 months of continuous service.

4.10.3 Policy Guidelines

1. Leave will be granted at the Company's discretion and therefore not an automatic entitlement.
2. The following Implications will be taken into consideration when reviewing requests for sabbatical leave:
 - Organizational strategy and plans
 - Financial impact to the company
 - Distribution of work
 - Work quality and services
 - Statutory obligations
3. Employees who have been granted sabbatical leave should utilize the time off for the purpose it was intended. During the period, they should not take up employment with another Company, a consulting assignment or any other activity that might be construed as a conflict of interest during this period.
4. Employees on sabbatical leave shall be treated under the terms and conditions of unpaid leave with regard to their compensation and benefits. Employees will therefore not be entitled to salary or benefits during sabbatical leave. Further information on compensation and benefits may be obtained from the Human Resources office.
5. Sabbatical leave will only be granted after accrued annual leave is exhausted. Annual leave will not be accrued during the period of sabbatical leave.
6. An employee cannot apply for more than one sabbatical leave during their employment with the Company.

7. Sabbatical leave shall be for a minimum of 3 months and a maximum of 12 months.
8. Employees will be expected to return any Company property prior to the start of the sabbatical.
9. At the end of the period of sabbatical leave, re-engagement into the institution's employment on application by the employee, shall be at the discretion of management.

Such periods shall be included as part of service with the institution on return to employment, provided such employees remain in the service of ETI for at least two years after the sabbatical leave period.

10. In event that an employee is not re-engaged on completion of such leave, or indicates intention not to return to employment with the Group, it shall be deemed that employment terminated on the date of the commencement of the sabbatical leave. Any outstanding entitlement as at the date of commencement of the sabbatical leave shall be paid as terminal employment benefits
11. All requests for Sabbatical leave must be approved by the Group HR and Group CEO.

4.10.4 Procedure

1. All requests for sabbaticals should be made in writing to the Human Resources, at least 3 months prior to the intended commencement. The request should detail the start and end dates, provide written justification for the request and include accompanying documentary evidence.
2. If approved, a written letter confirming the grant of the Sabbatical leave will be sent to the employee including all the modalities.

SECTION 5: EMPLOYEE WELFARE

- 5.1 Work-life Balance**
- 5.2 Employee Assistance Program (EAP)**
- 5.3 Bereavement Policy**
- 5.4 Employee Wellness Program**
- 5.5 Social Activities & Company Events**
- 5.6 Employee Health & Safety**
- 5.7 Company Identification Cards**
- 5.8 Infectious and Life Threatening Diseases**
- 5.9 HIV/AIDS Policy**
- 5.10 Violence in the Workplace**
- 5.11 Stress Management**
- 5.12 Harassment & Bullying**

5. EMPLOYEE WELFARE

PHILOSOPHY

The Company is committed to the well-being of its employees providing them with a healthy and safe work environment conducive for employee productivity, growth and development.

The Company will comply with industrial standards and legislated responsibilities and will strive to eliminate foreseeable hazards that may result in injury or illness, loss of security, fire, or damage to person or property.

The Company is committed to providing support and assistance to employees experiencing personal difficulties.

5.1 WORK LIFE BALANCE

5.1.1 Policy Statement

The Company is committed to the well-being of its staff and acknowledges that its employees are most productive when they have achieved a work-life balance that enables them to meet their other responsibilities outside work. The Company aims to recruit and retain staff of the highest caliber. Beyond pay and other benefits work-life balance is a critical factor in attracting and retaining staff.

5.1.2. Application

This Policy applies to all ETI employees.

5.1.3 Policy Guidelines

To enable employees to achieve a work life balance, the following programs are working arrangements that can be used to meet varying needs of employees:

1. Flexible working options

- **Part Time Working:** Part time working may cover any number of hours from just a few to nearly full time.
- **Staggered Hours:** this means agreeing regular start and finish times for the employee's working day that are outside traditional office hours to suit their personal circumstances. For example, a member of staff may request a starting time of 9.30am so that they can take their child to school, making up their normal contractual hours either by taking a shorter lunch break or having a later finishing time.
- **Compressed Hours:** a compressed work week is an arrangement where employees can work more hours per day in exchange for a reduction in the number of working days in a week.

- Time Off in Lieu: provides a flexible way to compensate staff for additional hours worked. This is when an employee is required to work beyond normal starting and finishing times and agrees with the Manager to take this time off at a mutually convenient date.
 - Alternatively, staff can request time off on an ad hoc basis to meet an urgent domestic need.
2. Whilst Managers are encourage to accommodate flexible working requests wherever possible, these requests will be at the discretion of management and there will be some occasions where it will not be possible to agree to a request because of the effect that this would have on the work of the department.
 3. Any flexible working arrangement agreed for an employee must comply with the working time approved for ETI to ensure that the number of hours per week is still maintained.
 4. Other programs in place aimed at giving the employee a work-life balance includes various types of leave options such as maternity, paternity, adoptive, unpaid, study and administrative leaves.
 5. Work from home options: Though might not work for all roles especially those that require close supervision or close interaction with others, it is possible at the Company's discretion to permit staff in certain roles to work from home from time to time as long as there is the technological infrastructure for them to do so.
 6. The Company organizes and sponsors employee and family events and activities to encourage team building, friendships among employees, and inclusion of families in work events.

5.1.4 Procedure

1. All requests for flexible working arrangements must be discussed with the immediate Manager before further action is taken.
2. Employees will be required to complete forms for any agreed arrangements available from HR and approved by the Line Manager. The endorsement of the head of the business/function is also required.
3. All such applications must contain a comprehensive work plan on how the working arrangement will be done and how responsibilities will be achieved.
4. Other activities related to these policies will be managed and coordinated by the Human Resources Department.

5.2 EMPLOYEE ASSISTANCE PROGRAM (EAP)

5.2.1 Policy Statement

Ecobank Transnational Incorporated cares about the health and social well-being of its employees and recognizes that there are a number of personal problems that impact negatively on the employees personal and work lives. Personal problems can have detrimental effect on performance, productivity and behavior in the workplace.

While many employees solve their problems either on their own or with the help of family and friends, sometimes professional assistance and pieces of advice is needed.

The Company values all employees and is committed to assisting them maintain a high level of well-being, to achieve both organizational and personal goals. As part of this commitment, the Company recognizes the need to provide adequate support for employees experiencing personal or work related difficulties. The provision of an Employee Assistance Program (EAP) will facilitate the early intervention and referral of employees whose work performance is affected by personal difficulties.

5.2.2 Eligibility

The Employee Assistance Program is available to all permanent Ecobank employees and their immediate family members. For the purpose of this policy immediate family members refers to spouse and children.

5.2.3 Policy Guidelines

1. The Employee Assistance Program is designed to:
 - Provide constructive assistance in the form of confidential counselling and referral to every employee who experiences personal as well as work related problems.
 - Encourage employees experiencing personal difficulties to seek help.
2. The Employee Assistance Program will provide employees and immediate families, with a confidential support service for addressing emotional, legal, financial, or other issues which may result in increased stress and may impede on organizational and personal goals.
3. The Employee Assistance Program is provided through an external provider where available, sponsored and paid for by the Bank. Employees do not have to pay for any of the services by the designated vendor.
4. The EAP will be offered at the highest level of confidentiality, and any disclosure will only be made with the written consent of the employee, or in very exceptional circumstances where there is a risk of harm to the employee or others through harmful or criminal activity or the law requires disclosure.

5. Use of the Employee Assistance Program will be voluntary and employees can be assured that any issues discussed will be treated with sensitivity, confidentiality, and the highest standards of professionalism.
6. Participation in counselling does not relieve an employee of his or her responsibility to meet accepted job performance and attendance standards.
7. The Company will receive periodic reports from the EAP service provider when used. The reports:
 - Provide the company a summary of general statistics and patterns of use by employees i.e. frequency of use, frequently used programs etc.
 - Will not contain individual information or details
 - Allow the Company to monitor and evaluate the EAP service provider to ensure that employees are receiving quality care and service.
8. The program will offer assistance in respect of the following:
 - Parenting concerns, marriage counselling.
 - Social, family and relationship issues
 - Substance abuse (alcohol, drugs, prescription/medication).
 - HIV/AIDS
 - Gambling and other compulsive behavior
 - Conflicts at work and home
 - Trauma Counselling
 - Stress related problems
 - Death or serious illness of a close family member or friend.
 - Sexual harassment.
 - Psychological problems.
 - Financial management problems.
 - Referral for legal services
 - Outplacement
 - Pre-retirement planning
 - Lay off / Redundancy

5.2.4 Procedure

1. The Company will engage the service of a well-known EAP provider where locally available and will enter into a partnership with him. If the partnership with an approved service provider is not yet available and a staff has an issue for which EAP is required, an alternative solution will be looked at to identify the most suitable provider that can be used to handle that specific case.
2. Staff members experiencing difficulties can contact the EAP service provider (when available) directly through a telephone contact, email or physical address that will be made available to all staff or contact the Human Resources Department for assistance.
3. If the nature of the difficulty is such that further professional help is considered desirable, the EAP service provider will refer the employee to an appropriate expert. Depending on the nature and degree of the referral, the ensuing costs will be borne by the employee.
4. A Manager/Supervisor who is concerned about the decline in an employee's performance, attitude and behavior due to factors covered in this policy may refer the employee with the employee's consent to

the EAP assistance program. When a Manager/Supervisor suggests usage of the program, he or she is offering a helpful resource to address a personal problem that may be affecting job performance.

5. The EAP is an outsourced service and employees who have concerns or need to report problems with the service should contact the HR Manager.
6. Further guidance can be obtained from the Human Resources Department.

5.3 BEREAVEMENT POLICY

5.3.1 Policy Statement

The Company recognizes that there are times when tragic events take place such as the death of an employee or that of an immediate family member of an employee. During such times affected employees and family members will be treated with compassion and the Company will respond in a way that acknowledges the loss, acts sensitively and supports the bereaved. The Company recognizes that we are a diverse organization and practices may vary to suit individual needs.

5.3.2 Scope and Application

This policy applies to all permanent employees of Ecobank Transnational Incorporated. For the purpose of this policy immediate family members will refer to parents, spouse and children (biological and legally adopted).

5.3.3 Policy Guidelines

1. The purpose of this policy is to:
 - Bring together a common best practice approach from existing good but diverse practices of the Company.
 - Ensure a uniform, fair and consistent approach in dealing with death of staff members or immediate family members.
 - Outline standardized Procedures to allow employees time to mourn and grieve for their loved ones.
 - Provide guidelines to deal with bereavement.
 - Ensure consistency in treating employees who have lost their loved ones.
 - Provide guidelines on the emotional support to affected employees and family members
 - Support the employee during and after the difficult times.
2. In the sad event of the passing on of employee of Ecobank Transnational Incorporated, the following policy guidelines will apply:
 - The HR department will coordinate the establishment of a committee that shall make arrangements on behalf of Ecobank Transnational Incorporated. The committee will comprise of a representative from the HR Department, Company's welfare team as well as affected department.
 - An official delegation will be selected to visit the immediate family of the deceased staff member to represent the Company. Other employees who wish to form part of the delegation must do so at their own time and cost.
 - The Company will offer voluntary group counselling session to affected employees, in particular the section that the deceased worked in.

- If the funeral service is held in a nearby location, the Company will allow employees a limited number of hours to attend the funeral service. Care must be taken to ensure that work responsibilities are maintained.
- The Company will nominate few employees to attend the funeral ceremony and all travel costs will be met by the Company.
- Where culturally acceptable, the Company will give a sympathy card and flower wreath to the bereaved family.
- The Company will provide financial assistance as defined in the table below to help in the following:
 - i. Last rites materials
 - ii. Transportation of the body to the burial site.
 - iii. Transportation costs of the immediate family
 - iv. Reasonable cash contribution to the family to assist in the funeral arrangements.

The Company will ensure that the appointed beneficiary or beneficiaries are assisted in claiming the due benefits.

3. In the sad event of the death of an employee's immediate family member, the following support will be extended by the Company:
 - Voluntary counselling to the bereaved employee.
 - A delegation from the office will be selected to visit the affected employee.
 - The affected employee will be given compassionate leave in accordance to the compassionate leave provisions.
 - The Company will buy a sympathy card and a wreath.
 - Reasonable cash contributions to the family to assist in the funeral arrangement.
 - At the Company's discretion and circumstances, few employees will be selected to attend the funeral and travel costs will be met by the Company.

Summary of the Company financial support in case of death :

		Staff below Group Head Level	Group Heads & MDs	GEC	DGCEO	GCEO
Dependents						
	Children	\$ 2,500	\$ 3,500	\$ 4,500	\$ 5,500	\$ 6,500
	Spouse	\$ 2,500	\$ 3,500	\$ 4,500	\$ 5,500	\$ 6,500

Ascendants	Mother	\$ 1,500	\$ 2,500	\$ 3,500	\$ 4,500	\$ 5,500
	Father	\$ 1,500	\$ 2,500	\$ 3,500	\$ 4,500	\$ 5,500
Employee		\$ 4,000	\$ 5,000	\$ 6,000	\$ 7,000	\$ 8,000

5.3.4 Procedure

1. In the sad event of the death of an employee, the affected head of the department must inform Head of Human Resources who will in turn inform Management and all staff.
2. All logistics in line with this policy will be coordinated by Human Resources Department.
3. For the purposes of ensuring that every employee is accorded support at the time of need, all staff members should register their family members at the time of employment and continue to update it as the need arises.

5.4 EMPLOYEE WELLNESS PROGRAMS

5.4.1 Policy Statement

Ecobank Transnational Incorporated supports and promotes wellness initiatives. Wellness is a proactive approach to positive behavioral change and illness avoidance. Wellness programs enhance the health of employees, improve attendance at work, and improve morale and increases productivity.

Employee Wellness Programs are to inculcate wellness in the way of life in the Company. The key to containing rising health-care costs and improving productivity is preventing chronic diseases and diminished physical function in the first place. Through this wellness initiative, the Company aims to educate all staff on how to make healthier lifestyle choices creating a culture of wellness in the workplace.

5.4.2 Application

This policy refers to all employees.

5.4.3 Rationale

Companies across the world are becoming less profitable due to lost productivity from an unhealthy workforce. Unhealthy employees underperform at work, are absent more often, experience more injuries, take longer to return to work when injured, and have greater risk factors for chronic illnesses.

Wellness programs can also offer interventions to employees with existing chronic disease conditions to help them better manage those conditions and prevent the further progression of those diseases through early screening and disease management programs. Investing in a wellness initiative will help both employee in terms of better health and quality of life and increase company profitability.

5.4.4 Policy Guidelines

1. The purpose of this policy is to provide guidance on employee participation in wellness program activities. Major goals of the Wellness Programs are to:
 - Maintain a wellness infrastructure that includes wellness committees to plan and implement wellness programs of the Company.
 - Raise awareness among employees regarding the importance of lifestyle behaviors that promote good health and provide employees information and resources on how to make changes that reduce their risk for chronic diseases.

- Provide programs and activities at the workplace that offer employees increased opportunities to be physically active, eat healthier food and manage stress.
 - Elicit ongoing employee feedback to plan and implement programs that meet the needs and interests of employees.
 - In addition to the benefits for employees, positive benefits are likely to accrue to families of employees, resulting in better health for families and the community.
2. The Company shall establish a Wellness Committee which is a team of employees that will be mandated to consult across the company in order to come up with strategies to encourage healthy behaviors at the workplace, advocate for policy change and create friendly work environments. This committee shall comprise employees who represent a cross section of the Company.
 3. While the Company will recommend the initiatives that enhance the welfare of the employee, the onus lies on each employee to embrace them.
 4. The following are some initiatives that staff are encouraged to embrace for the purpose of the well-being of the Bank and the benefit that each individual will reap:
 - a. **Health Foods and Beverages:**
 - Eating a bowl of fresh or whole fruit while at work
 - Carrying a healthy home prepared meals for your lunch breaks
 - Eating nutritionally balanced meals even at home
 - Drinking plenty of water during the day and avoiding sugary drinks.
 - b. **Physical activity:**

Staff are encouraged to move throughout the workday and to walk or take public transportation to work whenever possible. Some of the ways that staff can try to have an active workday is doing the following:

 - Flexibility in the daily schedule to leave room for exercise
 - Conducting walking meetings where staff have to walk around to attend meetings
 - Using the stairs and not the elevator
 - Participating in group fitness events.
 - c. **Stress Management:**

Stress Reduction and Management Training shall be provided to managers and supervisors to improve their supervisory skills and to reduce conflict and stress in the work place and offered to employees who want to improve their time management and stress reduction skills.
 5. Through these and other changes recommended by the wellness committee, Ecobank can create a culture of health that is both appreciated and embraced by employees.

5.4.5 Procedure

Contact Human Resources or the Wellness Committee for further information on these initiatives.

5.5 SOCIAL ACTIVITIES AND COMPANY EVENTS

5.5.1 Policy Statement

The Company will from time to time organize social activities and company events for its staff and other stakeholders. Company sponsored social events enable employees to become better acquainted and develop better working relationships.

5.5.2 Application

This policy applies to all employees of Ecobank

5.5.3 Policy Guidelines

1. Employees are encouraged from time to time to attend activities or events during work or after work hours by invitation as decided by management.
2. Attendance at social activities and company events is voluntary but strongly encouraged by the Company.
3. Business should not be conducted at social activities or company events.
4. Company sponsored events are considered an extension of the workplace and employees are expected to conduct themselves in accordance with the Company's relevant policies.
5. Where employees are allowed to invite guests, the guests are also expected to conduct themselves appropriately.
6. Transport and accommodation will be provided for offsite venues.
1. The Company will take reasonable steps to ensure the safety and well-being of staff during such occasions by ensuring that the venues and activities are appropriate and do not put employees at risk.
2. While it is expected that during social functions, employees may consume some alcohol, such should be limited to amounts that do not result in alteration of behaviour and loss of reasonable conduct.
3. Violation of this policy, if proven, can lead to disciplinary action, up to and including termination of employment.
4. Smoking is prohibited in Ecobank Transnational Incorporated premises.

5. Managers are expected to issue a friendly reminder to employees about the dangers of excessive drinking and drink before/while driving and to take reasonable steps to ensure the supply of alcohol is limited.
6. Inappropriate behavior and excessive drinking will not be tolerated and intoxicated employees will be asked tactfully to stop drinking and if necessary, to leave the function with safe transport arranged to ensure they do not drive. Appropriate sanction will be applied accordingly.
7. Employees have a responsibility to take reasonable precautions for their own safety and health and that of others and should avoid becoming intoxicated so that their behavior is not a hazard to themselves and others.
8. Some of the traditional social activities and company events include but not limited to:
 - Family fun days
 - Annual Year end functions
 - Celebration of Company Awards

5.6 EMPLOYEE HEALTH AND SAFETY

5.6.1 Policy Statement

The Company is committed to ensuring the Health and Safety of its employees, customers or visitors to Company premises by taking steps to minimize any risk that the operations may pose.

5.6.2 Application

This policy applies to all employees of Ecobank.

5.6.3 Policy Guidelines

The purpose of a health safety policy is to:

- Reduce the potential for problems or accidents by raising staff awareness.
- Ensure that health and safety are given priority consideration and importance.
- To provide information on the responsibility of management and staff
- To investigate complaints, report accidents and incidents.
- To take action to protect employees and the public.
- To ensure compliance with legislative requirements regarding occupational health and safety.

5.6.3.1 Safety at work

1. The Company is committed to the promotion and maintenance of a healthy and safe work environment for its employees, customers and visitors to our premises.
2. The Company will comply with all relevant statutory requirements in accordance with the occupational health and safety acts.
3. The Company will provide and maintain safe and healthy work conditions for its employees.
4. Employees share the responsibility of maintaining and ensuring a safe and healthy environment.
5. The Company will endeavor to eliminate foreseeable hazards that may result in injury or illness, loss of security, fire or damage to property.
6. The Company will provide adequate training related to each employee's job requirement.
7. Managers/Supervisors are responsible for ensuring machinery, equipment and work areas are safe and that their employees work in compliance with the health and safety Procedures that have been set out.
8. Employees are responsible for performing their jobs in a safe and healthy manner following proper practices and Procedures and consistent with Bank health and safety policies.
9. Employees are encouraged to report any unsafe/unhealthy conditions to management at all times.

10. Management and employees are responsible for visitors on Company premises and ensuring that visitors are aware and adhere to health and safety standards.
11. Management and employees are encouraged to participate in established safety committees.
12. The Company is responsible for regular health and safety audits.
13. The Company will take all reasonable and practical steps to ensure that:
 - Employees are regularly made aware of the Bank's Health and Safety Program
 - Adequate numbers of employees are trained in each unit to provide First Aid in case of emergencies
 - Premises are kept in a clean and safe condition.
 - Firefighting equipment is of the required standard, tested and maintained at regular intervals
 - The kitchen and lavatory facilities are maintained in a clean and hygienic state with adequate sanitary facilities
 - There should be trained marshals amongst the employees to handle any fire incidents.

5.6.3.2 Health at work

1. The Company offers medical services at work .
2. As such, the signature of a care agreement with a local medical service provider has been put in place at Ecobank Transnational Incorporated. This provider will be primary contact for all work related health issues of employees. He will be consulted and will provide medical advises whenever there is an occupational health issue in the Company and work related accident.
3. The doctor will be consulted to confirm that the employee has the right physical and mental aptitude to work by doing a health screening upon the signature of the employment contract.

He will also conduct all the employees' medical checks recommended and provide superior advises and awareness on general health issues.

5.6.3.3 Principles of Hygiene and Safety

- Employees must conform to general principles of health and safety.
- Employees must abide by the medical examination and care agreement signed with the Medical Service recognized by the Company.
- Employees must come to work well-dressed, clean and decent.
- Employees must keep their workplace clean, including lavatories and rest rooms.
- Consumption and storage of food should be confined to the kitchen/space provided for this purpose.
- Consumption of alcoholic drinks, drugs or any other similar substance is not allowed on the Company's premises.
- Employees should refrain from any act likely to damage or harm people or property within the Company.
- Any accident, however small, occurring to an employee within the Company's premises or while travelling between the Bank and the employees home, must be immediately reported to the Human Resources Department.

5.6.4 Procedure

1. Employees are encouraged to report any violation of the health and safety rules and guidelines to management without fear of reprisal.
2. Any concerns regarding health and safety issues should be reported to the Human Resources Head or to the Safety and Security Officer who are responsible for advising managers and employees on all aspects of health and safety at work.
3. Disciplinary action will be taken against any person who violates any of the health and/or safety rules as per the Company's disciplinary Procedures.

5.7 COMPANY IDENTIFICATION CARDS

5.7.1 Policy Statement

Ecobank Transnational Incorporated issues ID badges to all its employees for appropriate use of identification and enhancing security within the workplace. The card is the property of the Company and shall be returned at the time of leaving employment. Any misuse, alteration, or fabrication of the card will subject the holder to disciplinary action.

The purpose of this policy is to establish a system that provides constant and immediate identification of employees and visitors. The system promotes security and safety by ensuring that all employees and visitors are identified. It also facilitates authorized entry into the building and offices.

5.7.2 Application

This policy applies to all employees, consultants, suppliers and visitors.

5.7.3 Policy Guidelines

1. It is the responsibility of the Line Manager to ensure that:
 - Each member of staff is in possession of a photo ID badge
 - All staff wear their photo ID badge at all times whilst on duty
 - He/ She collects the ID Badge from the member of staff upon termination of employment.
2. It is the responsibility of each member of staff to:
 - Ensure that a badge is worn and visible at all times whilst on duty
 - Report loss or damage of badges to HR Department (HR Services).
 - Not lend their photo ID badge to another party.
 - To challenge anyone not wearing an ID badge
 - To hand in the ID badge upon leaving the Company
3. It is the responsibility of reception staff to ensure all staff and visitors are authorized to be on the premises and that authorized visitors are issued with 'Visitor' ID Badges.

4. In order to improve security all staff are required to display a photo identification badge in a visible position at all times during working hours.
5. In order to ensure security, every member of staff should be prepared to challenge individuals without identification badges where it is safe to do so, or inform security, where people without identification badges are found in “significant” areas i.e. non-circulation areas such as offices, treatment rooms etc, or be prepared to challenge persons not identifiable who request information, equipment or supplies.
6. Staff must ensure that they are aware of the security protocols in place within their department or building.
7. It is their Line Managers’ responsibility to ensure staff are made aware as part of their induction into the team.
8. The identification badge will carry a photograph of the individual, along with their name, department and the Company logo.
9. Identification badges must not be left unattended.
10. Employees who persistently or deliberately fail to wear their ID card will be subject to disciplinary action. This will also apply to those who give their ID badge to a person who is not authorized to have it.
11. To ensure compliance of this policy, all staff will be made aware of this during induction.

5.7.4 Procedure

1. HR Department is the only department authorized to issue ID cards and new employees are required to report to the HR Department for pre-employment checks and to take a photo for a new ID card.
2. A new ID card will be issued to employees who transfer to another department to reflect the new department. The old card should be surrendered to HR Department.
3. Any member of staff who either significantly changes their appearance or change their name must ensure their photo ID badge is updated through the HR Department.
4. As part of the termination process, the manager should acknowledge the employees intention to terminate their employment and that their identification badge should be handed back to their Manager or HR Department on their last day of employment.
5. Employees must report loss of their ID Badge to HR Department as soon as possible. In this event, the employee shall be required to undertake to return the identity card if subsequently found before a replacement can be issued.

5.8 INFECTIOUS AND LIFE THREATENING DISEASES

5.8.1 Policy Statement

Infectious and life-threatening illnesses affect all of society, and the Company will respond to employees needs with support and understanding. Confidentiality regarding all information relayed will be respected and will not be used as a basis for discrimination.

Ecobank is committed to ensuring that employees with infectious or life threatening chronic illnesses should be allowed to continue contributing productively to the Bank for as long as their health permits.

5.8.2 Application

All permanent employees of the Company.

5.8.3 Policy Guidelines

1. The Company is committed to providing employees with a safe working environment.
2. Employees with life-threatening illnesses may continue to work as long as they:
 - Can perform the essential functions of the position with or without reasonable accommodation
 - Maintain an acceptable level of performance
 - Pose no health risk to others
3. If an employee does not meet the above criteria, a medical practitioner will be required to confirm the inability of the employee to continue working. If deemed unable to continue working, retirement on the basis of ill health will be instituted.
4. Employees who have concerns about their safety should report their concerns to the Human Resources Department (HR BP or HR Services).
5. Confidentiality of an employee's medical condition will be respected and will not be used as a basis for discrimination or prejudice.
6. Employees who are eligible for Company benefits are covered for infectious and life threatening illnesses to the same extent as with any other illness.

7. In situations where the Medical Aid has a restriction on specific infections and life-threatening disease benefits, the Company will:
 - Assess each situation on a case by case basis
 - Investigate each case by approaching the Medical Aid to discuss and agree special requirements and dispensation where possible.
 - In accordance with the Medical Aid's decision, the Bank will assess additional financial requirements assistance within reason.
8. The Company recognizes that a supportive and caring response from Managers and co-workers is an important factor in maintaining the quality of life for an employee with a chronic or life threatening illness and will do all possible to provide support and care during such times.
9. Although declaring one's health status is the choice of an employee, knowingly lying or providing false information to the Company and engaging in behaviors that put other employees at risk are grounds for disciplinary action.

5.8.4 Infectious and Life Threatening Diseases

Some of the infectious or life threatening diseases include but not limited to:

- Malaria
- Hepatitis
- Cancer
- Heart Disease
- HIV and AIDS
- Tuberculosis

5.8.5 Procedure

1. In terms of respect for the well-being of fellow employees, it is recommended that an employee who has been diagnosed as having an infectious disease (such as Tuberculosis, Hepatitis amongst others) should disclose such information to his/her immediate supervisor or to the Human Resources Manager.
2. Although declaring one's health status is the choice of the employee, knowingly lying or providing false information to the Company (dishonesty) and engaging in behaviors that put other employees at risk are grounds for disciplinary action.

5.9 HIV/AIDS POLICY

5.9.1 Policy Statement

Ecobank Transnational Incorporated is fully committed to the well-being of its employees and their immediate families. This HIV/AIDS policy addresses the desire to protect basic human rights, preserve the integrity of staff, and reduces costs associated with HIV/AIDS and to respond to what the company recognizes as a global challenge.

Ecobank Transnational Incorporated undertakes to create an environment where our staff, their families and customers are not vulnerable to HIV/AIDS. Through education and the dissemination of information, we hope to influence attitudes, change behaviors and help in the prevention of this disease.

Ecobank Transnational Incorporated will act in accordance with international principles and medical practices in addressing concerns related to HIV/AIDS in the workplace.

5.9.2 Policy Application

The policy applies to all business operations in all countries in that Ecobank operates in and to all employees of Ecobank Transnational Incorporated.

5.9.3 Policy Guiding Principles

1. The key aims of the policy are to:
 - Limit the impact of HIV/AIDS by providing information and education to all employees, on HIV/AIDS, the magnitude and preventative and control measures.
 - Implement non-discriminatory policies, Procedures and practices for managing individuals who have HIV/AIDS.
 - Identify and protect individual rights.
 - Promotes access to treatment.
 - Help to create an environment that is conducive to openness, disclosure and acceptance amongst all staff and management.
 - Join forces with other organizations to counter HIV/AIDS and alleviate the impact by sharing the results of the work and supporting their efforts.
2. The policy will be guided by the following principles:
 - a. **Education and Awareness**

The Company will collect and disseminate information on the magnitude of the disease and developments in scientific research, especially those relating to prevention.

To implement this effectively the Company will as much as possible:

- Make all relevant information accessible to all staff
- Distribute posters, fliers and other media based information to all employees
- Encourage staff attendance at educational and informative presentations and sessions given or organized with external parties.

b. Support for Preventative Programmes

The Bank will identify reputable local and international non-governmental organizations (NGO's) and other relevant service providers, to complement and contribute to our in-house HIV/AIDS prevention and education programmes.

c. HIV/AIDS and First Aid

The Company is committed to maintaining a healthy and safe work environment for all its employees, customers and visitors. The Bank will therefore take all reasonable and practical steps to ensure that a representative number of employees in all functional units are trained to provide first aid in cases of emergencies including, taking appropriate precautions to reduce the risk of transmitting blood borne infections including HIV and Hepatitis B.

d. Job Applicants

Ecobank is an equal opportunity employer and will not use HIV testing when recruiting job candidates. The Company will ensure that job candidates who are known to have HIV/AIDS are treated no differently from those who have any other life-threatening and non-contagious disease. Fitness to perform the job will be the only criterion that shall apply.

e. HIV Testing and Screening

The Company does not consider HIV testing and screening of employees to be necessary or desirable. However that following situations might have to be considered:

- Where an HIV free status is required for work permit applications and for business travel.
- Suppliers of medical insurance and pension schemes may also demand testing.

Where testing is required under the above circumstances, the Bank will comply with the requirement but will ensure that the testing is authorized by the employee and accompanied by pre and post-test counselling. Should a test prove positive, then the outcome must be regarded as a matter between the patient and the doctor concerned.

f. Confidentiality of HIV/AIDS Information

ETI employees are under no obligation to notify the Company of HIV/AIDS infections. The Company considers medical information including HIV/AIDS status confidential, unless disclosure is required and only under the following circumstances:

- The information is legally required
- The employee's health is affecting their own, and hence the Bank's performance
- Long employee absence necessitates Management to obtain the employee's medical status, with the employee's written permission.

In all of the above circumstances, disclosure on HIV/AIDS status should only be made with the written approval of the Group Head of HR and only after obtaining a written authority from the concerned individual. Should it become known to the Bank that an employee is HIV positive, and then Management will ensure

the absolute confidentiality of this information and make every effort to protect that person from stigmatization and discrimination.

g. Harassment and Discrimination

In line with our harassment policy, any form of discrimination or harassment, directly or indirectly towards an HIV/AIDS infected employee is considered to be misconduct warranting disciplinary action.

Discrimination of HIV/AIDS infected employees will not be condoned. This includes treating those affected differently or not applying a professional judgement in making personnel decisions.

h. Segregation/Isolation of HIV/AIDS Infected Employees

No employee will be isolated, or segregated, within the Company's premises on the grounds of being infected with HIV. Where an employee has a contagious disease as a result of HIV infection, he/she will be treated in the same manner as if they have contracted the contagious disease.

i. Sick Leave and Absence through HIV/AIDS Illness

Employees who are prevented from performing their duties due to HIV/AIDS illness will be granted sick leave to regain their health. Sick leave is allowed under the terms and conditions described under the Company's Sick Leave Policy.

j. Redeployment or Termination of HIV/AIDS Infected Employees

Where the Company is advised by a medical authority that an employee is unfit to carry out normal duties and there are no grounds to indicate that improvement is likely in the foreseeable future, and then an interview must be held with the employee to explore alternative future employment positions including:

1. Redeployment to lighter duties
2. Alternative employment terms and conditions including shorter daily or weekly working hours
3. Termination on medical grounds

In exploring the above alternatives the following guidelines must be observed:

- A qualified medical opinion is obtained before any final decision is taken
- Alternatives are discussed and explored with the employee that their absence from work places puts their employment at risk
- A date to terminate is set if there is no return to work
- All interviews and actions agreed are confirmed in writing to the employee
- The Company management must ensure compliance with the policies and Procedures.

k. Comprehensive Health Support Programs

The Comprehensive Health Support program is aimed at benefiting all staff regardless of HIV status in the following ways:

l. Sexually Transmitted Diseases (STD)

STD's increase the likelihood of transmission of the HIV virus, but can be easily and effectively treated. Awareness education to prevent STD's as well as effective treatments to manage STD's are to be provided as much as possible.

m. Voluntary Counselling and Testing

Access to free, safe and confidential voluntary individual HIV testing supported by pre-test and post-test counselling to encourage staff to know their status and take appropriate measures. Those who test HIV

negative are able to prevent themselves from becoming infected in the future and those who test HIV positive are able to take steps to care for themselves and to ensure they do not infect anyone.

n. Post Exposure Prophylaxis (PEP)

The Company will support staff by providing an awareness program and free post exposure prophylaxis treatment in rape cases or involuntary exposure to blood or body fluids. This will help to reduce the risk of catching HIV after exposure in emergency situations.

o. Mother to Child Transmission

Awareness education aimed at preventing the transmission from mother to child and the provision of free anti-retroviral drugs may also be provided where required.

p. Opportunistic Infections

Information and education program to prevent opportunistic infections as well as effective treatments to manage them is to be provided as much as possible.

q. Anti-retroviral Therapy

Under conditions set out below, the Company will enable staff to access anti-retroviral therapy as part of its internal comprehensive health support program. The term 'anti-retroviral therapy' should, in this context, be understood to include the necessary tests, actual medication, as well as any related necessary medical care. Conditions relating to the provision of anti-retroviral therapy:

- Access to anti-retroviral therapy will be offered within the context of existing local medical policy and coverage
- Where the medical policy excludes, or in the Company's view, does not fully support comprehensive coverage, then the Company will offer access to anti-retroviral therapy through a comparable third party program
- Eligibility, for the third party program will only be for permanent staff, their spouses and their dependent children as defined under the existing medical coverage schemes.
- Eligibility, for the third party program will only be considered if recommended by a recognized medical practitioner
- The Company will not accept responsibility in cases of voluntary termination of the therapy, or a failure to observe the conditions and guidelines prescribed with the therapy or the possible failure and/or side effects of the therapy
- In the event that circumstances internally or externally to the Bank change or alter such that the previous eligibility of an individual already started on therapy no longer exists, then the following guidelines will apply in the following situations:
 - a. Resignation, dismissal, the business unit within which the individual is employed is sold or taken over by an external party
 - The Company accepts no responsibility whatsoever, including financial, for future access to therapy, but will endeavor to advise the individual as to how they might gain access to alternative external program.
 - b. Redundancy, normal or early retirement, leave of absence or suspension:
 - The Company will continue to support eligibility, either via the local medical policy, a comparable external program or the third party program for a period not exceeding 12 months.
 - Where an employee is entitled to take up an external program (i.e. gains employment where the employer offers the same or comparable program), then Ecobank Transnational Incorporated will only continue to provide support until such time the employee has converted on to the new scheme.

- c. In the event of the death of a staff member, the eligibility of the spouse or dependants will remain unchanged should they have already commenced therapy.

5.10 VIOLENCE IN THE WORKPLACE

5.10.1 Policy Statement

The Company is committed to providing its employees with a safe work environment. Violence, threats of violence, intimidation, or other disruptive conduct toward a fellow employee or against Company property will not be tolerated.

5.10.2 Application

This policy applies to all staff of Ecobank Transnational Incorporated and includes consultants, clients, and visitors on the Company premises.

5.10.3 Policy Guidelines

1. Workplace violence is use of physical force or an act of aggression or threat, verbal or physical, to another person such as staff, clients and suppliers of the Company or against Company property within the Company's premises. It is committed by persons who either have employment-related connection with the Company or are outsiders.
2. Workplace violence may be in the form of:
 - Physical acts against person or property
 - Verbal threats or various statements that are meant to harm or cause a hostile environment
 - Written threat and other written conduct of intense distortion that is meant to threaten or create a hostile environment
 - Visual acts that are threatening or intended to convey injury or hostility
 - Disruptive Conduct: any behavior or action that creates an intimidating, hostile or offensive work environment, unreasonably interferes with an individual's work performance, or otherwise interferes with or prevents regular work functions or activities.
 - Intimidation: an act towards another person that coerces or bullies, and which could reasonably cause the other person to fear for his or her safety or the safety of others.
3. Employees on any premises under the control of the Company are expected to refrain from committing, endorsing or encouraging any act of violence, threat of violence, intimidation or other disruptive conduct.
4. Employees are expected to conduct themselves in an appropriate manner when interacting with other employees, non- employees such as customers, clients, vendors, independent contractors, or

visitors, whether in the workplace or in other work-related settings including, for example, during business trips or Company sponsored events.

5. Employees are expected to refrain from using any equipment, device, or method such as a telephone, E-mail, the internet, facsimile, or other communication device, whether or not owned by the Company, social media, or any other delivery service to commit, endorse, or otherwise encourage any act of violence, threat of violence, intimidation, or other disruptive conduct toward any person covered by this Policy.
6. It is the responsibility of management to do whatever is in their power to prevent violence at work. Some of the measures that the company can take include:
 - Early identification of problem cases
 - Recommending counseling for discouraged employees or displaying troubled signs
 - Recommending conflict management training
7. Any employee who commits an act of violence at work against a person or property will face disciplinary action up to and including termination. Where appropriate, the matter will be referred to legal authorities in the country for prosecution.
8. Any employee who takes any reprisal regardless of the magnitude of the reprisal, against a person who reports any act of violence or a suspicion of violence will be subject to immediate discipline, up to and including termination.
9. The Company will cooperate with law enforcement officials, as appropriate, in the investigation and prosecution of criminal acts committed by an employee on Company premises.
10. If an employee becomes aware of an act of violence, threat of violence, intimidation, or disruptive conduct, and fails to notify the proper parties or take action pursuant to this Policy, he or she may be subject to appropriate disciplinary action up to and including termination.

5.10.4 Procedure

1. Employees who believe that they have been a victim of violence, threat of violence, intimidation, or disruptive conduct, may contact their immediate Manager or HR Manager.
2. Employees are encouraged to report any act of violence to the Human Resources Department.
3. Managers / Supervisors are responsible for promptly reporting all complaints or observations of acts of violence, threats of violence, intimidation, or disruptive conduct.
4. All such reports will be fully investigated.

5.11 STRESS MANAGEMENT

5.11.1 Policy Statement

The Company is committed to protecting the health, safety and welfare of all the staff. We recognize that workplace stress is a health and safety issue and acknowledge the importance of identifying and reducing workplace stressors.

5.11.2 Application

This policy will apply to everyone in the company. Managers are responsible for implementation and the Company is responsible for providing the necessary resources.

5.11.3 Definition of Stress

1. Stress can be defined as “the adverse reaction to excessive pressure or other types of demand placed on them”. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.
2. Workplace stress can also be defined as the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources or needs of the employee.
3. A variety of factors contributes to workplace stress such as but not limited to:
 - Negative Workload
 - Isolation
 - Extensive hours worked for extended periods of time
 - Toxic work environments
 - Poor supervision
 - Difficult relationships among co-workers
 - Bullying and harassment

5.11.4 Policy Guidelines

1. The Company will identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress. These risk assessments will be regularly reviewed.
2. The Company will provide training for all managers and supervisory staff on good management practices.

3. The Company will provide confidential counselling through the Employee Assistance Program (EAP) for staff affected by stress caused by either work or external factors.
4. The Company will provide adequate resources to enable managers to implement the company's agreed stress management strategy.
5. Managers/Supervisors can help reduce workplace stress by:
 - Conducting and implementing recommendations of risks assessments within their jurisdiction.
 - Ensuring there is good communication between management and staff, particularly where there are organizational and procedural changes.
 - Ensuring that staff are fully trained to discharge their duties.
 - Ensuring that staff are provided with meaningful developmental opportunities.
 - Monitoring workloads to ensure that staff are not overloaded.
 - Monitoring working hours to ensure that staff are not overworking.
 - Monitoring leave to ensure that staff are taking their full entitlement.
 - Attending training as requested in good management practice and health and safety.
 - Ensuring that bullying and harassment is not tolerated within their jurisdiction.
 - Being vigilant and offering additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation.
6. The Human Resources Department will make measures to reduce workplace stress by:
 - Giving guidance to Managers and staff on the stress policy.
 - Monitoring the effectiveness of measures to address stress by collating sickness absence statistics.
 - Advising Managers and staff on training requirements.
 - Providing continuing support to the Company on Change Management and encouraging referral to the Employee Assistance Program where appropriate.
7. Employees can help reduce workplace stress by:
 - Raising issues of concern with Line Manager or Human Resources Manager.
 - Accept opportunities for counselling when recommended.
8. The Company shall put in place a combination of organizational changes to manage stress in the workplace. The company will take the following measures to prevent job stress:
 - Ensure that the workload is in line with workers' capabilities and resources.
 - Design jobs to provide meaning, stimulation and opportunities to use their skills.
 - Clearly define employees roles and responsibilities
 - Give employees opportunities to participate in decisions and actions affecting their jobs.
 - Improve communications, reduce uncertainty about career development and future employment prospects
 - Provide opportunities for social interaction among staff.
 - Establish work schedules that are compatible with demands and responsibilities outside work
 - Combat workplace discrimination
 - Bringing in an objective outsider i.e. a consultant to suggest a fresh approach to persistent problems.
 - Introduce a participative leadership style to involve as many employees as possible to resolve stress producing problems.

5.12 HARASSMENT AND BULLYING

5.12.1 Policy Statement

The Company is committed to encouraging and maintaining good employee relations within a working environment that fosters team working and encourages employees to give of their best. It is the responsibility of all staff to maintain good working relationships and not use words or deeds that may harm the wellbeing of others.

5.12.2 Application

This policy applies to both permanent and non-permanent employees of Ecobank Transnational Incorporated. It also extends to include contractors, consultants and any other workers.

5.12.3 Policy Guidelines

1. Harassment may be defined as any conduct which is:
 - Unwanted by the recipient
 - Is considered objectionable with the purpose or effect of violating a person's dignity
 - Causes intimidation, humiliation, offence, hostile, degrading, distress or other detrimental effect.
 - Engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome".
2. Harassment may be an isolated occurrence or repetitive: it may occur against one or more individuals and may be in the following forms but not limited to:
 - Physical contact – ranging from touching to serious assault, gestures, intimidation, aggressive behavior.
 - Verbal – unwelcome remarks, suggestions and propositions, malicious gossip, jokes and banter, offensive language.
 - Non-verbal – offensive literature or pictures, graffiti and computer imagery, isolation or non-co-operation and exclusion or isolation from social activities.
3. Bullying is repeated and persistent behavior which is offensive, abusive, intimidating, malicious or insulting. Bullying includes but is not limited to:
 - Conduct which is intimidating, physically abusive or threatening
 - Conduct that denigrates, ridicules or humiliates an individual, especially in front of colleagues
 - Picking on one person when there is a common problem
 - Shouting at an individual to get things done

- Consistently and unreasonably criticizing, undermining someone and their ability to do the job or setting out to make someone appear incompetent
- Isolation, non-cooperation or exclusion either at work or work related events
- Setting unrealistic targets or excessive workloads
- Setting an individual up to fail e.g. by giving inadequate instructions or unreasonable deadlines.
- Physical conduct or contact ranging from unwelcome touching to serious assault;
- Non-verbal harassment (for example, displaying or distributing pornographic, offensive or derogatory material, inappropriate gestures, displaying or distributing racist posters or objects, leering, whistling, harassment by email or text message or instant messaging or otherwise);
- Making demands for sexual favours linked to employment security, career development, salary increases etc. (this includes adverse employment consequences resulting from non-compliance with these demands);
- Demeaning comments about a person's appearance, dress or origins;
- Questions about a person's sex life;
- Unwanted nicknames, comments or jokes related to a person's sex, trans-sexuality, race, nationality, ethnic or national origin, color, disability, sexual orientation, marital or civil partnership status, age, religion or belief;
- Spreading malicious rumours or insulting someone;

It should also be noted that:

- Harassment or bullying may occur on or off Ecobank Transnational Incorporated premises and inside or outside hours of work, for example, at the premises of customers, at conferences or on social occasions for which the Company is responsible or with which the Company is or could be in any way associated;
- The perpetrator of the harassment need not necessarily be senior to the recipient and may include a contractor, customer, supplier, subordinate, peer or anyone engaged to work at Ecobank Transnational Incorporated whether by direct contract or otherwise;
- Sexual harassment may take place between members of the opposite or same sex;
- A single incident may amount to harassment, if sufficiently serious.

4. The Company has a "zero tolerance" policy and will investigate vigorously any allegations of bullying or harassment, regardless of whether the matter has been raised formally or informally.
5. The Company will provide and sustain a safe working environment in which everyone is treated fairly and with respect.
6. Every employee carries a personal responsibility for their own behavior and for ensuring that their conduct is in accordance with the principles set out in this policy.
7. In addition, each person has a responsibility to report any instance of bullying or harassment which they witness or which comes to their attention.
8. No employee will be victimized or suffer detriment for making a complaint of harassment or bullying and no manager shall threaten either explicitly or implicitly that an employee's complaint will be used as the basis for decisions affecting that employee.
9. Similarly, Managers are required to act on any complaint of harassment or bullying. Failure to do so will be regarded as misconduct which if proven, will result in disciplinary action.
10. Any employee found to have harassed or bullied another employee will be subject to disciplinary action which may include termination of employment.

5.12.4 Procedure

If an employee believes that he has been the subject of harassment or bullying then he should take the following steps:

1. Firstly, if he feels able, try to resolve the problem informally by telling the individual concerned that he finds their behavior unacceptable and asking them to stop it. She or he may not realize that the behaviour is unwanted and causing offence.
2. Secondly, if the employee feels intimidated or otherwise unable to address the perpetrator directly, he may approach his Manager, the HR Department or a Senior Manager to discuss the matter informally. At this stage, depending on the nature and seriousness of the allegations, the Manager or HR Department may have to deal with the matter formally.
- . When a complaint of Harassment or Bullying is brought to the attention of a manager at any level, whether informally or formally, prompt action must be taken to investigate the matter.
3. Thirdly, if the employee does not feel that the issue has been resolved through informal discussions, if the behaviour continues or if he thinks the situation is too serious to be dealt with informally, he may wish to raise his concern through the formal Grievance Procedure. All such complaints will be fully investigated before formal action is taken.

Ecobank Transnational Incorporated will endeavour to keep the issues raised and discussions confidential as far as reasonably possible and appropriate. Similarly, we would ask the same of the employee. Ecobank Transnational Incorporated does not tolerate any form of victimization of an individual who makes a complaint of harassment or bullying or who assists in an investigation into such a complaint. If an employee make such a complaint, or assist in an investigation connected with such a complaint, he will be protected from victimization.

5.12.5. Victimization

If an employee has made a complaint in good faith under the Grievance Procedure or assisted in an investigation in connection with either the Grievance or Disciplinary Procedure, he will be protected from intimidation, victimization and discrimination.

A worker who victimizes another individual for raising a grievance or being involved in an investigation will be subject to action under the terms of the Disciplinary Procedure up to and including dismissal.

If an investigation reveals that a complaint raised or statement given was not valid and was made with malicious intent, then disciplinary action up to and including dismissal may be taken against the individual making the false allegation or evidence

SECTION 6 : EMPLOYEE RELATIONS

6.1 Local Labor Laws

6.2 Workplace Rights

6.3 Complaints & Grievances

6.4 Disciplinary Procedure

6. EMPLOYEE RELATIONS

PHILOSOPHY

Ecobank Transnational Incorporated is committed to an environment conducive to individual productivity, growth and development. It is the Company's policy to manage employee relations in a fair and consistent manner, to maintain efficient communication practices and to be aware of and responsive to employee needs. The Company strives to maintain employee relationships among employees that merit respect, trust and confidence.

However, in cases where conflict arises the Company requires to follow agreed Procedures to resolve the misunderstanding.

ETI is committed to compliance with local labor laws where there are no contrary provisions to its Articles of Association, Headquarters Agreement and Internal Human Resources and others Policies and regulations of the Company.

6.1 LOCAL LABOR LAWS

6.1.1 Policy Statement

ETI and its employees shall comply with all applicable local laws and regulations where there are no contrary provisions in the Articles of Association, Headquarters Agreement and Human Resources Policies and other Policies and Regulations of the Company.

6.1.2 Policy Guidelines

1. As per ETI Headquarter Agreement, ETI has the right to put in place specific internal rules and policies applicable to its employees. As such, All ETI Human Resources Policies are derived primarily from the Company's Articles of Association, Headquarter Agreement and other Internal Policies and Regulations of the Company, as from time to time amended, and secondarily, where there are no contrary provisions from the laws of the Republic of Togo.
2. In the event of a conflict between an ETI policies and local laws and regulations, ETI Policies override the local laws or regulations.

6.1.3 Procedure

1. Human Resources Department is the custodian of all applicable employment laws in ETI.
2. Employees should contact Human Resources, Legal or Compliance for advice and further guidance.

6.2 WORKPLACE RIGHTS

6.2.1 Policy Statement

Ecobank Transnational Incorporated values the relationships it has with its employees and treats everyone with respect and dignity. The success of our business depends on every employee and we are committed to fostering open and inclusive workplaces that are based on recognized workplace human rights, where all employees are valued and inspired to be the best they can be.

Our commitment to respecting human rights in the workplace is manifested in our Code of Conduct and Human Resources Policies and Procedures, which state that we value and promote workforce diversity, do not tolerate discrimination or harassment and we provide a safe and secure workplace.

The Ecobank Transnational Incorporated Workplace Rights Policy is guided by the International Human Rights Standards, the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact.

6.2.2 Application

This policy applies to all staff of Ecobank Transnational Incorporated.

6.2.3 Policy Guidelines

1. **Forced Labor:** The Company prohibits the use of all forms of forced labor.
2. **Child Labor:** The Company adheres to minimum age provisions of the International Labor Organization. The Company prohibits the hiring of individuals that are under 18 years of age for positions in which hazardous work is required. This prohibition is consistent with International Labor Organization standards.
3. **Discrimination:** The Company values all employees and the contributions they make and has a long-standing commitment to equal opportunity and intolerance of discrimination. We are dedicated to maintaining workplaces that are free from discrimination or physical or verbal harassment on the basis of race, sex, color, national or social origin, religion, age, disability, sexual orientation, political opinion or any other status protected by applicable regulations. The basis for hiring, placement, training, compensation and advancement at the Company is based on qualifications, performance, skills and experience.
4. **Work Hours and Remuneration:** The Company compensates employees competitively relative to the industry and International labor market. We operate in full compliance with applicable work hours standard.

5. **Safe and Healthy Workplace:**The Company provides a safe and healthy workplace. We are dedicated to maintaining a productive workplace by minimizing the risk of accidents, injury and exposure to health risks.
6. **Workplace Security:**The Company is committed to maintaining a workplace that is free from violence, harassment, intimidation and other unsafe or disruptive conditions due to internal and external threats. Security safeguards for employees are provided as needed and will be maintained with respect for employee privacy and dignity.
7. **Community and Stakeholder Engagement:**The Company recognizes its impact on the community in which it operates. We are committed to engaging with stakeholders in this community to ensure that we are listening to, learning from and taking into account its views as we conduct our business. Where appropriate, we are committed to engaging in dialogue with stakeholders on workplace rights issues related to our business and within our sphere of influence.

6.2.4 Procedure

1. Employees are encouraged to raise any issues or concerns relating to this Policy and/or to report a potential violation through existing processes.
2. For further guidance the Human Resources or Legal Department can give direction.

6.3 COMPLAINTS & GRIEVANCES POLICY

6.3.1 Policy Statement

Ecobank Transnational Incorporated recognizes that there is no real substitute for a mutually respectful manager/employee relationship for the solution of individual work-related problems. Nevertheless, if this relationship fails to resolve an issue, there is a formal process whereby the problem can be aired and, where possible, resolved quickly and to the satisfaction of all concerned.

The Company's policy is to:

- ✓ Provide a conducive environment that allows staff to communicate freely with other employees or Managers
- ✓ Ensure that employees' performance is not affected by unresolved differences
- ✓ Provide aggrieved employees with a channel through which their grievances are addressed
- ✓ Ensure that questions and problems arising during the course of employment may be aired and, where possible, resolved quickly and to the satisfaction of all.

6.3.2 Application

This policy applies to all employees of Ecobank Transnational Incorporated.

6.3.3 Policy Guidelines

1. A grievance may be defined as any dissatisfaction or feeling of injustice in connection with one's employment situation, which includes the environment, colleagues, management etc. The purpose of a formal grievance procedure is to enable employees who are experiencing any kind of injustice or unhappiness relating to their work situation and employment relationship, to have their grievances heard and resolved by management in a fair manner without intimidation or victimization.
2. Grievances should be handled and settled as soon as possible and should be discussed with the immediate Manager in the first instance. If the immediate manager is concerned by the grievance, the employee should can discuss with the next level manager or the Human Resources (HRBP or HR Services)
3. Employees are encouraged to raise any concerns they have and appropriate resolutions mechanism will be recommended.
4. Employees are encouraged to launch a complaint within 3 days of occurrence.
5. There will be no reprisal or disciplinary action taken against any employee lodging a grievance.

6. No reprisal shall be brought against any person for participating in the grievance procedure. Such reprisal would be grounds for instituting a grievance.
7. There is a single grievance procedure for all employees of the Company and strict observance of this procedure will be applicable to all employees including management.
8. An employee has the right to request the assistance of a colleague as a representative at any stage in the application of the grievance procedure process.
9. An employee may attend meetings and or hearings for the grievance without loss of pay.
10. Employees who request a formal grievance hearing may withdrawal grievance any time and such withdrawal shall be in writing and without prejudice.
11. The Company requires Line Managers to be responsible for taking ownership in resolving work-related questions, concerns or problems.
12. Should an employee feel that an issue remains unresolved the formal Grievance procedure must be followed.

6.3.4. Policy Guideline and Procedure

If the grievance is deemed to be collective (e.g. shared by departmental employees) then a representative must be designated spokesperson for the group. The grievance process is outlined below:

1. Step 1

This step allows the immediate superior to counsel the employee and solve the question, concern or problem at this level.

- An employee should raise the issue directly with his or her immediate Manager, next level Manager or Human Resources as indicated above.
- This stage of the procedure is informal
- The immediate Manager, next level Manager or Human Resources will investigate and attempt to resolve the issue in discussion with the employee and an appropriate employee representative or other persons if required.
- If the employee is not satisfied at this stage, the employee should advice the immediate Manager, next level Manager or Human Resources and follow step 2.

2. Step 2

Within five (5) working days, the employee should submit the complaint using the grievance form or a Memorandum to the next level Manager or HR Manager with copy to his/her supervisor. In case the immediate supervisor is concerned, the step 2 should be presented to the Manager of the next level manager or Group Head Human Resources.

Human Resources will co-ordinate a meeting with the employee, other relevant persons and independent chairperson as it may be required to hear the grievance within ten (10) working days subject to the availability of people concerned.

- Both parties will be given the opportunity to testify, to bring witnesses, to cross-examine other witnesses and to examine any documents pertaining to the grievance.

- The employee's representative will be entitled to monitor the procedure, ask questions and cross-examine witnesses, elicit facts and advice and act as the spokesman for the aggrieved employee.
- The Human Resources' role will be to monitor the process and ensure that it is in line with the company Grievance procedure
- The Chairperson (where taken) must report in writing on the investigation and recommended solution shared with the employee within a period of ten (10) working days from date of hearing.

3. Step 3

Should the grievance not be resolved at this stage, either party may appeal to the next higher level to review the case including Group Chief Executive Officer or his delegate. At this stage, the Group HR Head will have to facilitate the appeal within five (5) working days. The reviewing Executive(s) will consider all the available information and may either make a decision without further meetings or arrange a further meeting with the aggrieved employee. The process is the same for Step 2.

The time limit in steps 1 to 3 may be extended by management for valid reason(s) which shall be communicated. The decisions/recommendation of the Group Chief Executive shall be final with regards to internal process.

4. Step 4

If all internal steps have failed to resolve the grievance or should the employee is dissatisfied with any measure taken by the Company against him/her, then there is a dispute between the Company and the employee and the employee may refer the dispute for resolution at the level of the jurisdictions indicated in his employment contract.

6.3.5. The Grievance Interview

This refers to the meeting held between the aggrieved employee and his or her Manager/ HR Manager/Business Unit Head. The aim of the interview is to satisfy both parties and avoid negative consequences. The Manager/Supervisor plays an active role in the grievance interview.

Steps of a Grievance Procedure Interview:

1. Establish the nature of the Grievance – The Manager/Supervisor needs to be clear about what the grievance is about.
 - State the subject of the grievance and get confirmation from the employee.
 - The Manager/Supervisor then decides whether the matter is within his/her sphere of responsibility or not, and if not then it must be agreed with the employee that the matter be referred to the next level.
2. Stating the Case - Having clarified the subject of the grievance;
 - The Manager/Supervisor invites the employee to explain his/her case clearly.
 - The Manager/Supervisor states the organization's position on the issue of the grievance.
 - The employee should explain why she/he is aggrieved, citing examples and providing detailed information.
3. Summary - After the declaration of the case;

- The Manager/Supervisor will ask questions to fill gaps that have been left by the employee and clarify some points that were obscure.
- Identify alternatives and arrive at a mutually acceptable compromise.

4. Conclusion - After all the necessary clarifications have been made;

- The Manager/ Supervisor confirms and demonstrates an understanding of what the grievance is about and why it has been brought.
- She/he is not agreeing with it or dismissing it, all that is happening is that the grievance is now understood.

The role of the Manager

The role of the Manager/Supervisor in this procedure is to:

- Counsel staff reporting to him/her on matters relating to the handling of grievances
- Handle a direct report's dissatisfaction/grievance in an appropriate way - grievances produce a positive opportunity to build a good working environment and for the Manager to demonstrate that she/he is fair, just and understanding
- Ensure that she/he can explain and justify any decision made – this is because any action or decision on his/her part is a potential source of employee dissatisfaction.

The role of HR

Through this procedure the Human Resource Department's role will be to:

- Counsel staff on how to present their grievance to the transgressor/supervisor
- Investigate circumstances surrounding the grievance to provide input to the next level Manager, or GCEO where appropriate
- Provide guidance to management on the procedure and possible solutions
- Act as an arbitrator during the procedure

6.4 DISCIPLINARY PROCEDURE POLICY

6.4.1 Policy Statement

Ecobank Transnational Incorporated views discipline as an effective tool to correct behavior that is below the Company's standards or actions which violate company rules, policies, practices or procedures. Discipline is not viewed as a punitive measure but rather a means for employees to know and understand what is expected of them.

Consistent with internal regulations or practice, this policy documents a progressive disciplinary process that, in conjunction with line managers, deals with disciplinary-related problems in a straightforward manner and progresses through a series of disciplinary actions if there is insufficient improvement.

6.4.2 Application

This policy applies to all staff of Ecobank Transnational Incorporated (ETI) across the Group.

6.4.3. Policy Guidelines

1. The purpose of this policy is to define the disciplinary actions necessary when an employee violates company rules, policies, and practices or performs below acceptable standards.
2. The Policy's objective is to ensure that:
 - All disciplinary issues are dealt with in a fair and systematic approach which aims at enforcing standards of conduct affecting all categories of employee within the Company.
 - Proactive corrective actions are taken early enough Adequate sanctions in proportion to the offence committed.
 - Employees are treated with dignity and respect throughout the process.
 - This policy covers the entire disciplinary process from the commission of an offence to the disciplinary action to be taken as well as appeal process
3. Discipline is any action initiated by Management due to unacceptable action (s) or behavior (s) in accordance with Company policies and procedures, norms and codes of conduct.
4. Disciplinary action will be taken if an Ecobank Transnational Incorporated (ETI) employee:

- Demonstrates unsatisfactory conduct that is inconsistent with his/her responsibilities or position and is therefore disruptive to the smooth working of the department or organization unit
- Puts Ecobank Transnational Incorporated (ETI) image or reputation at risk.

Situations where an employee is unable to meet responsibilities and requirements of his/her job responsibilities satisfactorily (poor performance) will be managed by way of performance counselling, coaching and mentoring to facilitate an improvement. However, continued failure to improve or meet performance standards may lead to disciplinary action up to and including termination. Situations such as this are handled under the ETI Performance Management Policy.

5. Disciplinary action should generally be taken progressively, with termination of employment/dismissal occurring as a last resort, only after other appropriate steps have been taken to correct unacceptable behavior.
6. Disciplinary action should be taken promptly, consistently and in a manner that is procedurally and substantively fair.
7. The appropriateness and scale of disciplinary sanction will be influenced by key factors such as:
 - Nature and gravity of the offense
 - Frequency of occurrence
 - Employee's disciplinary records
 - Employee's performance and service history
 - Other Mitigating factors

There may be exceptions to follow a progressive disciplinary step/ scale sanctions, specifically where misconduct is serious enough to justify a first and final written warning and/or summary dismissal. Examples (which are not exhaustive) of such exceptions are detailed below under category III and IV offenses of this document.

8. The type of disciplinary sanction to be taken will be assessed and jointly recommended by the HR department and the Head of the business unit initiating the disciplinary hearing. They will make the call to convene a Disciplinary Committee anytime the sanctions arising from offence may potentially lead to suspension or termination of employment.
9. In some circumstances and as the matter requires, the company may initiate legal actions both criminal and civil in order to protect Company's interests or reputation and image.

6.4.4 Disciplinary Committee Membership and Roles

1. The composition of the Disciplinary Committee will depend on the nature and gravity of the offence as well as the seniority of the employee being disciplined.
2. When a matter that needs to be referred to the Disciplinary Committee arises, the Human Resource Business Partner will make recommendations on the composition of the Committee and this recommendation shall be endorsed by the Group Head, Human Resources and/or Group Chief Executive Officer.
3. In most cases, the disciplinary committee shall be made up of the following:

- The Line manager, except if the wrongdoing relates to the day to day work or if the line manager is also involved in the disciplinary case
 - The Line manager's Supervisor (where applicable)
 - The Human Resource Business Partner
 - The Legal Head or his/her representative
 - Any other member from other Businesses that may be co-opted as the situation demands
4. Are also present at the Disciplinary Committee:
 - The employee being disciplined
 - Any fellow colleague of the employee choice if he wishes to do so, who will testify for the employee or act as a witness for the employee being disciplined.
 - An interpreter if necessary (the chairperson must ensure that the interpreter is impartial and he/she is in full command of both languages)
 5. The GCEO is not a member of a Disciplinary Committee as he is the final authority for decisions not warranting Board's endorsement.
 6. External representation is not permitted at disciplinary hearings.
 7. For serious cases or/and when senior employees such as members of the Business Leadership Committee (BLC) are involved, the following members will be part of the Disciplinary Committee:
 - The Business Leader/Executives
 - The Group Human Resources Head or his/her nominee or representative
 - The Group Legal Head or his/her nominee or representative
 - Any other member as the matter will require as approved by the Group HR Head.
 8. The Board delegates its authority to an Adhoc Committee to sit as a first level Disciplinary Committee where the person being disciplined is a GEC member. The Adhoc Committee shall be set up by the Board Chairperson or any other person so authorised by the Board of Directors. The Adhoc Committee shall be constituted by such number of directors that the Board Chairperson may determine based on the relevance of the expertise of directors with respect to the nature of the case. The ad hoc Committee will review the matter/case and give a decision. Following disciplinary action a dissatisfied GEC member may within five (5) working days, appeal to the Board of directors against any sanction imposed or decision taken by the Adhoc Committee.

Scope of Authority of the Disciplinary Committee

1. The Disciplinary Committees shall deliberate on all disciplinary issues affecting all levels of employees.
2. The Disciplinary Committee members shall elect a chairman of the committee. He/she should be a manager with an appropriate level of seniority, be unbiased and neutral in relation to the matter under consideration.
3. The Human Resource Business Partner or HR Representative will play the role of the committee secretary and takes the minutes of the meeting.
4. Recommendations of the Disciplinary Committee are to be further approved by the Group Chief Executive Officer (GCEO) for senior employees (BLC members). However, for Group Executive

Committee members, GCEO's direct reports from the BLC whose appointments are approved by the Board of Directors, endorsement of the Disciplinary Committee recommendations will be done by the Board of Directors after the GCEO's approval.

Basis of Advice

The general rules below shall govern the disciplinary hearing:

1. The committee shall aggregate evidence from all parties involved in the case and any other source that Has direct or indirect bearing on the matter being considered before making recommendations on action to be taken.
2. Recommendations of the committee will be in line with the Company's policy on disciplinary measures and procedures.
3. The sanction(s) recommended by the disciplinary committee and approved by Bank's management must be fair.
4. Substantive fairness is defined by the cumulative following three conditions:
 - The existence of the applicable guideline/policy/procedure;
 - The guideline/policy/procedure has been communicated to employee: and
 - The guideline/policy/procedure is reasonable to comply with.
5. If a matter does not warrant a disciplinary sanction, then the case will be withdrawn and the matter closed. A file note will be completed, signed off and recorded.

6.4.5 Procedure

The steps below should be followed whenever a disciplinary matter arises:

1. Preliminary Investigation

Once an allegation is made or awareness of disciplinary issues is raised, it is the responsibility of the Manager or Supervisor to take steps to ascertain the facts by:

- Undertaking a preliminary investigation of the facts of the case to determine if there is enough initial evidence of a breach in performance or conduct;
- Where necessary, interviewing other employees or witness and record statements in writing; and
- Identifying and recording specific areas of breach in conduct or performance

2. Initiating a Disciplinary procedure

Based on the initial evidence collected, the Manager/Supervisor will determine if there is sufficient evidence to suggest a breach that may warrant disciplinary action, and if so, proceed with the disciplinary process.

Step 1: Query letter:

- The formal disciplinary procedure starts with a written query letter. As soon as the alleged offence or misconduct is observed, the Line manager in coordination with the Human Resources Business Partner must issue a written query letter to the employee following a discussion with him.

- If the evidence is in-sufficient, a decision may be taken to conduct further investigations, reviews and audits before a query can be issued.
- The query letter should clearly describe the facts and the nature of the complaint/allegation. It should also request the employee to reply in writing within 24 to 72 hours depending on the gravity of the allegations.

Step 2: Response from the employee

- The employee should respond within the indicated timeframe; non-adherence to this requirement will be considered as aggravating circumstances that will warrant a more severe sanction.
- Upon receipt of the response from the employee, the Supervisor will consult with Human Resource Business Partner and agree on the appropriate next course of disciplinary action.
- The decision could be to go through a disciplinary hearing meeting or take a sanction depending on the gravity and/or repetitiveness of the offence:

Step 3: Immediate Sanction: verbal or writing warning

- When the offence is less serious or is committed for the first time or when the review of the employee's response indicates that he/she has provided enough mitigating evidence, any of the sanctions outlined below will be taken:
 - i. Verbal warning or
 - ii. Written warning

Step 4: Disciplinary Hearing Meeting

- A formal disciplinary hearing is held for serious offences or repeated misconduct, which may call for a final written warning, suspension or possible termination or dismissal.
- Prior to a disciplinary hearing being held, a notification to conduct a hearing must be given to the employee at least twenty-four (24) hours prior to the proposed date of the hearing.
- Full records of disciplinary hearings must be kept by the Human Resources Business Partner.
- When a matter cannot be resolved in a single disciplinary hearing, the meeting will be adjourned and convened another day. The date of the adjournment should not exceed two (2) days after the first hearing to enable quick resolution of the matter.

6.4.6 Forms and Categorization of Sanctions

The sanctions to be taken following a disciplinary procedure should be as indicated in this policy. Below is the list of sanctions to be applied based on the nature and gravity of the offence:

1. Verbal warning – Category I Offences (less serious)

The following offences may trigger a verbal warning from the Line Manager:

- i. Failure to exhibit minimum required standards of conduct (disrespect towards colleague, subordinates or supervisor, non-adherence to dress code, etc...)
- ii. Non-recurrent –inadequate performance on the job (first proof of inadequate performance)

- iii. Minor Breach of the Company's rules and regulations (absence from work without permission for few hours or one day, failure to carry out routine instructions, neglecting safety and security procedures, etc...)
- iv. Less serious offences (punctuality, tardiness, leaving before closing time, sleeping on duty, etc...)

2. Written Warning – Category II Offences (Serious)

A written warning is applied when a verbal warning has failed to correct or address the behavior observed or when a verbal warning is not commensurate with the scale of the offence committed. Such offences are outlined below (non-exhaustive):

- i. Negligence in carrying out duty
- ii. Use of company property and equipment for personal purpose and without authorization
- iii. Use of the Ecobank name without authorization
- iv. Use of company premises and work environment for non-official purpose
- v. Carry out non-professional activities in the premises such as selling and canvassing, commercial activities, etc...
- vi. Rudeness, insolence, impoliteness, impudence, use of insulting language, making disparaging remarks and improper or indecent gestures at a supervisor, a colleague or any other person.
- vii. Repetitive absenteeism without acceptable justifications.
- viii. Repetition or accumulation of minor/less serious offences (warranting a verbal warning).

The written warning will clearly state the following:

- i. The nature of the offence
- ii. Required improvement measure(s)
- iii. The period within which the improvement must be demonstrated

The employee will be requested to acknowledge receipt of the warning letter; however, refusal to sign does not render the warning letter ineffective and the warning will remain valid.

The warning validity will lapse after twelve (12) months following an observed satisfactory improvement in performance or behavior.

3. Suspension – Category III Offences – Very serious

In case of grave offences, repeat offences or failure to correct observed offences, would warrant disciplinary action in form of suspension. The employee will not receive any remuneration during the suspension period. Suspension may be given when below (non-exhaustive) offences are committed:

- i. Attempting to bring, or causing the name of the company to be brought in disrepute
- ii. Repetitive driving company vehicle or use of company equipment without authorization and for personal purpose
- iii. Intoxication – alcohol and drugs while on duty and/or situation in which one is representing the institution
- iv. Public outrageous behavior (Threats, abuse, or assault of co-workers) Unauthorized absenteeism for longer than three (3) working days without valid reasons such as force majeure
- v. Incompetence which is defined as failure to adhere to, or execute work according to work standards
- vi. Any action or failure to act, contrary to that expected from a reasonable person, with serious or potential serious consequences for the company
- vii. Repetition or accumulation of serious offences warranting a writing warning

The duration of the suspension would vary between one (1) to eight (8) days depending on the seriousness of the offence. In case of aggravating circumstances, the duration of the suspension can be extended to fifteen (15) days.

A suspension letter detailing the facts of the case and the rationale for disciplinary action will be given to the employee and a copy placed in his/her personnel file.

The suspension will remain valid up to twenty-four (24) months provided a satisfactory improvement in performance or behavior has been observed.

4. Termination or Dismissal – Category IV Offences (Major)

An employee will not be terminated or dismissed on the basis of a first offence, except if the offence is so serious in nature that continued normal employment relationship becomes intolerable.

Examples of serious offences, subject to the rule that each case be judged on merits are:

- i. Gross dishonesty
- ii. Wilful damage to the property of the company
- iii. Wilful endangering of the safety of others
- iv. Gross insubordination
- v. Fraud
- vi. Misappropriation
- vii. Theft
- viii. Sexual harassment
- ix. Fighting
- x. Misuse of information of a confidential nature
- xi. Second offence or accumulation of very serious offences

Additional details of such offences are outlined in both the Termination and Dismissal policies.

A Termination/dismissal letter detailing the facts of the case and providing the rationale for the sanction(s) will be provided to the employee and a copy placed in his/her personnel file.

In addition to the gravity of an offence, the Chairperson of the disciplinary hearing will consider all mitigating factors e.g. length of service, personal circumstances, previous disciplinary record and all extenuating circumstances relating to the offence.

The forms and categorization of Sanctions above represent indicative guidelines only of the typical disciplinary sanctions applied to various breaches of conduct. Each disciplinary case should be dealt with taking into consideration all the circumstances and factors surrounding the matter.

The ETI management will treat all disciplinary cases and related matters with confidentiality.

Fundamental to this policy is that the outcome of each disciplinary process will depend on circumstances of the case, and no two disciplinary matters are the same.

Appeal

Following disciplinary action an employee may appeal against sanction(s) passed or decision(s) taken by the disciplinary hearing as follows:

1. Appeal for employees other than direct reports of the GCEO appointed by the Board of Directors

- Employees may appeal in writing within two (2) working days of receiving the sanction letter to the Group Chief Executive Officer through the Group Head Human Resource.
- The GCEO will arrange for an appropriate Executive/Business Leader to review the appeal and provide feedback. He/she may consult with the Disciplinary Committee chairperson or any other employee as deemed necessary before providing his/her recommendation to the GCEO.
- The Executive/Business Leader may at his/her discretion, convene an appeal hearing meeting as the matter demands to provide opportunity to the employee to further explain the appeal verbally.
- The sanction recommended at the appeal should be ratified by the GCEO who is the final authority for decisions not warranting Board's endorsement.
- The decision taken by the Executive/Business Leader or at the appeal hearing and ratified by the GCEO is final and the last step of the Company's disciplinary procedure.

2. Appeal for direct reports of the GCEO appointed by the Board of Directors (excluding GEC Members)

- Direct reports of the GCEO whose appointment is endorsed by the Board of Directors (with exception of GEC Members) have the right to appeal on decisions taken against them at the level of the Board of Directors through the Company Secretary or directly within five (5) working following the notification of the decision.

3. For GEC Members, please refer to article 8 above (6.4.4).

The Board of Directors will then undertake the necessary due diligence in reviewing the matter and provide recommendation to the company.

Fundamental to this policy is that the outcome of each disciplinary process will depend on circumstances of the case, and no two disciplinary matters are the same.

SECTION 7: PERFORMANCE MANAGEMENT POLICY

7.1 Performance Management at Ecobank

7.2 S.M.A.R.T Objectives Setting

7.3 Performance Reviews Roles and Responsibilities

7.4 Failure to Meet Performance Objectives

7. PERFORMANCE MANAGEMENT

PHILOSOPHY

Ecobank Transnational Incorporated (ETI) is committed to developing and recognizing excellence in employees. To demonstrate this commitment, our Performance Management System allows managers and employees to mutually set objectives, measure results, and review individual performance.

Performance Management is defined as a systematic approach to improving and developing the performance and competence of individuals and teams in order to increase overall organizational effectiveness.

The objectives of implementing the Performance Management System at Ecobank Transnational Incorporated (ETI) are as follows:

- Achieve sustainable improvements in the performance of jobs at Ecobank Transnational Incorporated (ETI).
- Develop constructive and open relationships between Managers and Employees.
- Encourage and reward good performance
- Manage and improve on poor performance
- Enable individuals to develop their abilities, increase their job satisfaction and achieve their full potential so that both the Employee and the Company benefit.

This policy covers the Ecobank Transnational Incorporated (ETI) Performance Management Policy and Procedure.

7.1 PERFORMANCE MANAGEMENT AT ECOBANK TRANSNATIONAL INCORPORATED (ETI)

7.1.1 Policy Statement

It is the Company's policy that each employee's performance and potential is evaluated yearly and that the evaluation is discussed with the employee. The general purpose of performance management is to:

- Provide a clear framework to develop and assess employees in the work environment
- Set professional and work objectives for the coming year
- Determine training needs to support the achievement of work objectives
- Record achievements and highlight strengths at the end of the period
- Identify areas requiring improvement and interventions to address the improvements
- Carry out career planning

7.1.2 Policy Guidelines

1. Performance Management serves the following purpose for the Company, Supervisor and the Employee:

For the Company	<ul style="list-style-type: none"> • To provide every employee with periodic objectives which, when amalgamated, will ensure the Company meets its business objectives. • To ensure training and development is effective by being directed to both the Company's and the individual's needs.
For the Line Manager	<ul style="list-style-type: none"> • To provide supervisors with an accurate picture of the abilities and achievements of their staff. • To provide supervisors with clear standards against which the employee is to be assessed. • To use the process as a method of reviewing and reinforcing individuals objectives and development needs and to provide individuals with the necessary coaching, counselling and support to meet those objectives.
For the Employee	<ul style="list-style-type: none"> • To understand the Bank's expectations and criteria for evaluation. • To have clear objectives and an effective training and development plan. • To have a clear framework for periodic self-appraisal with which they can appraise themselves as well as be appraised. • To receive and provide feedback from/to the Line Manager on performance and working relationship

2. A formal performance review for all employees takes place annually and is a participatory process between employees and their managers. Line Managers are accountable for the performance management of their direct reports – Performance Management as a process is not the responsibility of the Human Resources Department. HR merely plays a consultative and administrative role.
3. Every year, the performance of the employee shall be evaluated against agreed objectives developed and freely negotiated at the beginning of the appraisal period.
4. Performance appraisals are an opportunity for employees to dialogue with their managers and vice versa with a view to getting maximum awareness of the work done by that employee. Performance appraisals should be performed at least once annually for all staff, i.e. at the end of the year or in the case of probation, at the end of the probation period in order to confirm employment and may also be requested after a disciplinary warning.
5. The Manager/Supervisor should ensure that the job description represents what the employee does and any inconsistency should be reported in the appraisal.
6. Performance Management process at Ecobank Transnational Incorporated (ETI) is a five (5) pronged process that is carried out as follows:
 - Objectives & targets' setting process that takes place at the beginning of the first quarter of the year.
 - Mid-Year Performance Review takes place midway through the year.
 - Year-End Performance review which kicks off at the last quarter of the year
 - Normalisation of ratings which takes place after performance reviews
 - Linking Performance to pay which takes place during the bonus payments cycle
7. Performance Management is, however, not only about the completion of the performance appraisal document, but a continuous process of feedback and communication between the employee and the supervisor and must not be limited to the formal process that is described in this policy and procedure document. Open communication during the year will prevent surprises when the process reaches its formal stages.
8. The timing of the performance management process coincides with the timing of compensation actions. The timeline for the five elements are:

January	March	April	July	December
KPIs & Objectives setting	Normalisation (previous cycle)	Compensation Process (Link To Pay) (previous cycle)	Mid-year performance Review	Final performance review

ANA : The above dates are indicatives and may vary from time to time as necessary.

7.1.3 Procedure

The annual mid-year and year end reviews at Ecobank Transnational Incorporated (ETI) kicks off mid-way through the performance cycle and at the end of the performance cycle respectively (see timelines). This process consists of the following steps:

1. Goals setting

Each employee should know exactly what is expected of him in his job. In this way, employee and his supervisor will be able to measure his performance and participate in the achievement of organizational and business objectives.

Each position carries with it specific job goals. Many of these are contained in the Job Description for each job. Others may be added as specific business objectives as identified. In January of each year or as otherwise required, employee and his supervisor should discuss and agree the goals to be achieved during the coming year. The goals are based on the targets that have been set for the Business/Function and that are cascaded to all levels in a top-down manner. Supervisor should provide employee with his/her goals at this time.

Goals should be clear, relevant, quantifiable, realistic and within the employees direct responsibility. Each employee should be involved in setting his/her own goals.

Employee should submit his goals in the system for manager review and approval.

2. Employee Self-Assessment:

This is the employees' opportunity to outline in writing what they have actually accomplished throughout the year and how they think they have performed against their objectives.

Employees should focus on what was accomplished and what was impacted, and specifically what they contributed, and reflect against objectives set and agreed to at the beginning of the year.

In preparation for the performance appraisal discussion, every employee should review his/her own performance against the goals agreed for the year. By conducting self appraisal, the employee:

- Takes the initial responsibility for representing his/her achievements to his/her supervisor
- Is required to consider his/her performance, training and development needs and career path
- Has a stake in his/her evaluation and progress within Ecobank Transnational Incorporated (ETI)
- Is provided with a communication channel to his/her supervisor

3. Manager Assessment and Review Discussion:

This is done after the submission of employee's self-assessment in the system).

The Review Discussion is a formal meeting which provides an opportunity for the manager and employee to summarize the accomplishments made during the year.

Prior to the Review Discussion, the manager reviews the employee's self-evaluation and input from other raters, such as Matrix Managers (if applicable).

The manager and the employee discuss and evaluate the performance achieved against objectives and both parties should allow for feedback on the working relationship.

The outcome of this discussion should be of no surprise if the manager has provided ongoing feedback throughout the year.

In addition, the appraisal process provides both the Supervisor and the employee an opportunity to reflect on the changes in the job vis-à-vis the job profile, i.e. changes in growth, scope, responsibilities, etc. The Manager must also drive an 'Action Plan' process to ensure that opportunities for improvement are managed. Here both Manager and employee agree and document opportunities for performance improvement and development.

The performance discussion is a two-way process and both parties concerned should have full opportunity to air their views. The appraisal process should be viewed as a dialogue between appraisee and appraiser. The appraisal interview should be a positive validation of the appraisee's contribution to the Company, and should not be judgmental or victimizing in any way.

During the review meeting, Managers must share their feedback with the employees and what has been written about them, including recommendations on training or future career development. These recommendations will be discussed and the discussion recorded in the system.

Final ratings are not communicated by the Manager in the review discussion

The outcome of this discussion at mid-year is modification of objectives if applicable and approved, feedback on year to date performance and a clear developmental plan to meet the objectives.

At year-end, the outcome is feedback on year to date performance, developmental planning and tracking and an interim undisclosed rating submitted for normalization.

Rating:

For each KPI you will need to enter one of the five ratings. If the targets were achieved, the direct report has 'met expectations' i.e. "3"

Rating scale	Definition	Evaluation of performance against target	Additional guidance for financial KPIs Achievement of the set target is a "3". Otherwise, ExCo will, at the start of the review period, give clear guidance as to what percentage above or below target constitutes a rating of "1" or "2" (at the low end) and "4" or "5" (at the high end) ¹
5	▪ Far exceeds expectations	▪ Achieves an outstanding result that is not common in peer group	
4	▪ Exceed expectations	▪ Performs above target	
3	▪ Meets expectations	▪ Achieves set targets as agreed with manager	
2	▪ Partly meets expectations	▪ Does not meet all targets	
1	▪ Does not meet expectations	▪ Has very low output, far below targets	

4. Managers Normalisation meeting and Final Rating Determination:

All employee ratings will undergo normalisation in Ecobank Transnational Incorporated (ETI); The Manager participates in a Normalisation Session to discuss employee performance and proposed ratings across the organization.

Some employee ratings will go through a matrixed dual normalisation as defined by CIB, DB and O&T Normalisation will be carried out against performance cells as defined by HR and approved by GEC.

Every employee at Ecobank Transnational Incorporated (ETI) will belong to a performance cell (performance peer group) and ratings will be compared within each cell. A performance cell is valid if;

- It has a minimum of 50 people and maximum of 200
- Employees within the cell are comparable
- Contains not more than 3 skip level managers and not less than 1 skip level manager
- It has an owner within HR (administration of the cell)

Cells once defined and approved will be fixed and non-modifiable until the next performance cycle. Cell definitions may be revised for the upcoming cycle based on an agreement between HR and Skip Level (must be approved).

Human Resources must communicate performance cell details to employees (Pre-normalisation)

The Normalisation committee will consist of:

- The HR Business Partner (HRBP) or HR of the employees in the performance cell
- All Line Managers of employees in the performance cell
- Skip level manager of the employees in the cell

The HR will facilitate and moderate the discussion.

The HR will circulate a clear agenda to all parties ahead of the meeting.

At the start of the meeting, the HR will communicate key objectives and process of the normalisation to parties.

The Skip Level Manager – appointed by HR – will chair the meeting (in a situation of more than 1 Skip Level Manager, HR will determine the chairperson either by seniority level or cell segment size).

The outcome of the normalisation is that final ratings must be assigned to all employees in the performance cell

All parties in the committee must sign a single template which contains all employee ratings

Normalisation and Final Rating Determination:

After normalisation, the Line Manager must provide a rating to the direct report by a specific date-employee and manager should meet again for a Feedback Discussion to discuss the final rating.

5. Feedback Discussions:

After the Manager has normalised the performance, and received approval for the rating from the Normalisation Committee, the employee and manager should meet again for a Feedback Discussion to discuss the final appraisal and rating.

The direct report must agree to rating, sign and send to the Line Manager/HR.

Unsigned ratings must be returned to the Line Manager and HRBP within 48 hours stating reasons/evidence with a request to contest.

Based on reasons and evidence provided, HRBP will screen and accept/reject requests to contests, responding to employees.

Direct Reports whose requests successful will enter a '**Grievance process**' – this contest process should be completed within 1 week.

Both Manager and employee agree and document opportunities for Performance Improvement and Development.

All performance records for an employee shall be maintained and kept in the system.

Grievance Process

The grievance process allows for employees to contest with HR/Senior Management final ratings that have come out of the normalization process.

The grievance meeting is a single meeting to discuss grievances and will include HRBP and/or Group Head Human Resources as deemed fit Business/functional Head and "Skip Level Manager".

Outcomes of the Grievance Committee meeting are to adjust or keep the ratings after reviewing the evidence.

These modifications must be clearly documented and kept in the employee personal file.

The process should take no more than 5 working days after which The final rating should be archived in the system.

Appraisal / Performance Evaluation Process summary:

- The employee reviews his/her own performance against goals
- The employee rates performance to-date.
- The employee submit self-assessment to Manager
- The Line Manager discusses each point on the employee's self-appraisal and development plan (with the employee) during the discussion process.
- The Line Manager reviews employee self-assessment, makes a deduction of overall rating of the employee's performance but does not disclose, rather submits for normalisation
- The Normalisation Committee reviews and may adjust rating where applicable
- The Line Manager provides rating feedback to the direct report
- The employee confirms that the discussion happens and acknowledges/contests by providing
- comments and submitting all in the system.

7.2 S.M.A.R.T OBJECTIVES SETTING

7.2.1 Policy Statement

Manager/Supervisor and employee collaboration to develop meaningful, well written, and effective performance objectives is important to ensuring that employees:

- Understand what is expected of them at the beginning of the performance cycle
- Are focused on work that aligns with and supports organizational goals and priorities
- Are appropriately rated and recognized for their contributions

7.2.2 Policy Guidelines and Procedure

1. Employees together with their Managers are expected to set SMART objectives or KPIs (Key Performance Indicators).

S.M.A.R.T objectives are an approach for establishing development goals. Each letter in the acronym stands for a characteristic that makes for sound objectives.

S = Specific
M= Measurable
A= Attainable
R = Realistic
T = Time-bound.

Specific:

- Does the objective contain the specific deliverable result or outcome to be achieved?
- Will the specific result/outcome be clear to all who read the objective?

- Does the objective contain vague or unclear language that leaves room for interpretations and assumption?

Measurable:

- Is it clear exactly how success in this objective will be measured?
- Do you have a specific measure or means of tracking/evaluating this objective at all times?

Attainable:

- Is the objective a stretch but achievable target?
- Is the objective written in such a way that successful completion would be evaluated at successful performance level?
- Can you describe/relate how the objective contributes it's achieving or supporting the business strategy?

Time bound:

- Time bound or having a time deadline.
- Does the objective specify a deadline completion?

2. The procedure for setting S.M.A.R.T objectives is as follows:

Goals setting is done at the beginning of each year or when a new employee starts with the Company. This involves setting performance expectations per individual for the coming year.

Step 1: The objectives are based on the targets that have been set for the affiliate/Business/Function/unit and that are cascaded to all levels in a top-down manner. The employee's Line Manager should provide him with his/her objectives at this time.

Step 2: In form of a discussion, Line Manager and direct report should jointly establish objectives that will apply to the direct report. These objectives will be negotiated with and agreed to by the Manager.

Step 3: Once agreed, targets are assigned against each objective and both Line Manager and employee sign an objectives' setting document.

Step 4: Upon completion of each objective document, the Line Manager inputs the cascaded KPIs and targets on TalentPro (the Performance Management System by Taleo) and the direct report can input comments against each objective before he/she acknowledges this.

The Company requires a formal goal-setting process for all employees electronically or on hard paper.

Goal Setting – Scorecard Elements

Ecobank Transnational Incorporated (ETI) has adopted a balanced performance model, combining a focus on business results (What) as well as behaviors (How).

Performance Goals weight is 60% and Performance Behaviors weight is 40%.

Performance Goals :

- Financials Performance
- Customer Excellence
- People Management
- Processes, controls, operational performance.
- Strategic Initiatives

Ecobank Transnational Incorporated (ETI) has also developed four (4) weighting archetypes to address different types of roles as follows:

Archetypes	Performance dimensions				
	Business and financial performance	Customer excellence	People management	Process, controls and operational performance	Strategic initiatives
Sales roles	40%	15%	15%	15%	15%
front line service roles	15%	40%	15%	15%	15%
Business support roles	15%	15%	15%	40%	15%
General management roles	20%	20%	20%	20%	20%

Behaviors Goals :

- Lead Business : e.g Driving Execution, Operational decision making, etc...
- Lead Others : e.g Coaching, Developing others
- Lead Self : e.g. Passion for results, Courage, etc...

7.3 PERFORMANCE REVIEW ROLES AND RESPONSIBILITIES

7.3.1 Policy Statement

The Performance Review is ordinarily to be conducted by the Employee's Manager. In the review process, there will be a reviewer and an employee to be reviewed. Both will have certain responsibilities and obligations.

7.3.2 Role of the Management:

The Company Management has the responsibility to:

- Develop strategic plans for Ecobank Transnational Incorporated (ETI).
- Develop performance targets.
- Design annual work plans.
- Set timetables for performance review process.

7.3.3 Role of the Manager

The role of the Manager/Supervisor shall be to:

- Hold regular informal discussions to offer ongoing support and feedback by ensuring that the Job Description represents what the employee does.
- Engage the employee in objectives setting.
- Establish the performance standards and communicate the same to the employee.
- Dialogue with the employee about the standards expected as well as the appraisal process by holding regular informal discussions to offer ongoing support and feedback.
- Conduct an objective appraisal. The Manager will measure performance by comparing actual performance with set targets.
- Give feedback to the employee on the results of the appraisal.
- Manage poor performance appropriately

To be successful in managing performance the Manager needs to:

- Communicate the Company's strategic objectives and the departmental goals to Employees, and show them how their work contributes to the success of the Company.
- Ensure that Employees know what is expected of them and why.

- Help Employees to set challenging but realistic objectives and work with Employees to help them achieve these objectives.
- Identify knowledge, skills and behaviors needed by the Employee to achieve the objectives and performance standards that have been set.
- Conduct a mid-year review with the Employee to ensure that the objectives are still relevant and to assess the Employee's progress to date against the objectives.
- Complete an individual learning plan together with the Employee that caters for the Employee's specific developmental needs
- Create a climate that encourages Employees' natural motivation. A Manager must be aware of how his/her management style impacts on the way it "feels" to work in his/her department.

7.3.4 Role of the Employee

The Employee must take an active role in the performance management process. The following is expected of the employee:

- Prepare for the performance review in accordance with the documented Procedures, providing a copy of information necessary to the conduct of the review in advance of the scheduled meeting and participate positively in the performance review.
- Ensure that the Job Description represents what he/she does.
- Take part in the objectives setting process with his/her manager.
- Evaluate own work performance using agreed method.
- Consult regularly with his/her Supervisor to ensure he/she is working within set standards.
- Suggest any changes including training, that he/she feels, would enhance his/her work performance. This may be done in the form of a self-improvement program, which should be discussed with the Manager.
- Sign the report on the outcomes of the review prior to its submission to the HR. In signing the report the employee acknowledges that he/she has read and discussed the comments.
- Encourage regular feedback from the Manager/Supervisor.

7.4 FAILURE TO MEET PERFORMANCE OBJECTIVES

7.4.1 Policy Statement

EcobankTransnational Incorporated (ETI) expects that all employees maintain high levels of performance in order to meet set business standards and achieve their individual set objectives. The Performance management process is a tool to improve and develop the performance and competence of individuals and teams with the objective to increase overall organizational effectiveness.

Should an Employee fail to achieve the objectives in his/her performance agreement, further corrective action as detailed in this policy will be taken. Employees who have difficulty meeting ETI's standards should be informed and appropriate action taken in accordance with this policy depending upon the reasons for the difficulty. The purpose of this policy is to give employees the opportunity to improve where possible.

7.4.2 Application

This policy applies to all employees who fail to meet their performance objectives.

7.4.3 Policy Guidelines and Process

1. Description of Poor Performance

An individual who demonstrates serious deficiencies/gaps in performance, relative to the job requirements, is defined as a poor performer. These gaps may result from:

- Not having sufficiently mastered the requirements of the position, or more seriously,
- May be the inability to meet the requirements of the job.

2. Poor Performance Rating at Ecobank Transnational Incorporated (ETI)

Ecobank Transnational Incorporated (ETI) employees are required to maintain an overall rating of at least **3 – “Meet Expectations”**. Therefore, an individual who is rated **2 – “Partly Meet Expectations”** or **1 – “Does not Meet Expectations”** does not meet the acceptable performance standards.

An individual is rated 2 when the results she/he achieves, though generally in line with expected results, have a few exceptions. This means that such an individual:

- Achieved most objectives and may have required frequent supervision and support;

- Produced required quantity of work with identified quality issues; or produced insufficient high quality work. Focused on effort versus tangible business outcomes;
- Recognized by customers and peers as a contributor; may have had some service delivery concerns;
- Identifies some issues; is reactionary rather than proactive and/or requires direction to identify solutions;
- Delivered against client needs in a timely and accurate way some of the time. May have required frequent supervision of a greater degree than would be expected of an employee holding this position and/or grade within the Company;
- Required direction to take appropriate action to resolve problems within area of responsibility, or did not take appropriate action in some instances;
- Occasionally made decisions without complete facts or business knowledge; indecisive;
- Lack of communication with team members and others as required to complete assigned tasks;
- Insufficient focus on self-development and learning; mostly prompted by a specific job based need or developmental feedback;
- Occasionally devised solutions to business problems; may have required direction and assistance;
- Demonstrates only partial leadership as required in order to accomplish specific key tasks. Occasionally relied on leadership of others to drive outcomes.

An individual is rated 1 when, for the most part, the obtained results are not in line with expected results. This means that such an individual:

- May have achieved some objectives with supervision and support, but did not achieve most of the key objectives;
- Produced unacceptable quality and quantity of work; focused on effort versus tangible business outcomes;
- Generated customer complaints or hindered the work of others;
- Failed to identify issues;
- Required regular supervision, follow-up and direction to deliver against client needs; may have missed deliverables or provided inaccurate outcomes;
- Did not take appropriate action to resolve or prevent problems; ignored problems;
- Made poorly informed decisions that placed business in jeopardy; indecisive;
- Rarely built partnerships with team members; limited interaction related to sharing routine information;
- Rarely focused on self-development and learning; always prompted by developmental feedback;
- Rarely able to solve business problem;
- Does not demonstrate leadership or motivate/inspire others. Relies on leadership of others to drive outcomes.

3. Outcomes for Unsuccessful Attainment of Performance Objectives

The goal of performance reviews is to derive feedback to facilitate the continued improvement of employee performance. Should an employee be unsuccessful at attaining his or her performance objectives, corrective action may be required to help remedy the source of the unsatisfactory performance and set the employee back on the path to success.

Before deciding which course of action is the most appropriate to take in cases of poor performance, it is important to establish whether there has been poor performance and the reasons for an employee's poor performance.

In some cases, the employees' poor performance may be due to an underlying illness or disability, which prevents the employee from being able to perform his or her duties to the expected standards. In such cases, the manager will seek guidance from the HR Department (HRBP) and together they will decide if they need to rather put the employee under Partial or Permanent Disability status.

If it is determined that the employee poor performance is not due to a Disability, but rather as described in the above paragraph "Description of Poor performance", then in the first case, the incumbent should be coached to full performance immediately. Provided that business results are not being jeopardized, a Performance Improvement Plan must be executed immediately to reach and sustain the required performance.

Managers will review areas of concern with the employee and set out a course of action. Possible actions may include:

- Reviewing goals and determining whether they were realistic and attainable.
- Setting up an unscheduled review to follow up on the employee's performance in situations where there are performance reasons that can reasonably be expected to be corrected by the employee
- Providing training to target areas in need of improvement.
- Recommending counselling if performance is the result of personal difficulties.

In cases when an employee repeatedly falls short of performance objectives in several areas or demonstrates a consistent and repeated inability to meet performance objectives, formal warning and more severe measures may be required including probation, demotion, and termination.

4. Performance Improvement Plan (PIP)

The Performance Improvement Process (PIP) is a progressive and flexible system that gives employees an opportunity to correct problem(s) relating to job performance through coaching and closely monitoring performance.

Employees may be placed on a performance improvement plan (PIP) for a designated period of time if it is recognized that serious performance exists but are within the employee's ability and desire to correct.

The duration of PIP is a maximum of six months. During the six months period the Manager would be expected to provide monthly feedback to the individual with regard to the progress.

Employees who met the requirements of their PIP will be deemed to have successfully met performance requirements.

In cases where employees do not met the requirements of their PIP, the immediate Manager will consult the Human Resources Manager to decide next steps and an employee may receive further discipline, up to and including termination of employment.

Depending on the circumstances surrounding poor performance, including the nature of the problem, or if an employee does not demonstrate immediate and sustained improvement, any of the steps may be bypassed.

5. Demotion

- Demotion is when an employee is involuntarily downgraded due to unsatisfactory performance. It is a course of action which delays or avoids the discharge of the employee.
- A Manager cannot implement a demotion unilaterally, instead the Human Resource Department (HRBP) must be contacted to ensure that a fair procedure is followed
- The following approvals are required for a demotion:
 - i. The Functional Head
 - ii. Business/Function Heads.
 - iii. The Group Head Human resources.
- Should an employee be demoted, the employee's salary will not be reduced, but any reviews or awards will be based on the new salary scale of the lower grade.
- Should an employee's work performance improve, then an employee may be eligible for higher level vacant positions following the normal procedure for salary increase.

6. Failure to Complete Performance Reviews by Stipulated Dates

- The performance management system relies on timely completion by employees of its various components
- Employees should treat their performance and development plans as they would be completion of any other job requirement or work product.
- Employees who are unable to complete their plans by the due date should inform their managers who will notify the HRBP with an alternative date. Failure to complete their plans by the stipulated date will lead to disciplinary action.

7.4.4 Procedure

The following process is used for performance improvement:

- An employee whose performance is not on track may be required to attend on-the-job training or a formal Ecobank course (when practical to the business and the employee). This applies in the case where poor performance on the employee's part is deemed to be due to lack of certain required skills that may need to be imparted;
- The supervisor sets specific goals for the employee to achieve within a period of 3 to 6 months – these are discussed, agreed and signed off by both parties;
- The supervisor appraises the employee's performance against these goals on a monthly basis;
- The monthly appraisal is signed by both parties to indicate agreement with regard to the ratings;
- The original appraisal form is forwarded to HR for filing in the personnel file;
- At the end of the 3-6 months period, if the performance improves to acceptable levels, that is rating 3 and above, the employee reverts back to the normal goal setting and appraisal process;

- If performance fails to improve by the end of the performance improvement period, then further disciplinary action and associated processes will be implemented (refer to the Resignation & Termination Policy).

SECTION 8: LEARNING AND DEVELOPMENT

8.1 Learning & Development Policy

8.2 Development Programs

8.3 Learning & Development Educational Assistance

8.4 Professional Development through Meetings & Seminars

8.5 Trade and Professional Associations

8.6 Career Development

8.7 Promotions

8.8 Reassignments (Transfers)

8.9 Internal Transfer of Employees

8.10 Short Term Assignments

8.11 Regional Transfers of Employees- Long Term Assignments

8.12 Transfer of International Employees

8. LEARNING & DEVELOPMENT

PHILOSOPHY

The Company aims to attract, develop and promote the best talent by creating a supportive environment in which all members of staff are given the opportunity to learn, develop and grow to achieve their full potential. The Bank aims to provide a learning environment where the value of continuous learning is adopted and embraced by all.

To be able to achieve this objective, the Company is committed to the provision of learning and development support for all and views this as a shared responsibility between the Company and staff, with each party having a part to play in identifying development needs and supporting the action and development plans put in place, to address these identified needs. The aim of this policy is to ensure that:

- At a minimum, all employees are trained and sufficiently supported to the extent necessary to competently and effectively undertake their assigned tasks and responsibilities.
- Create a culture of consistent learning where individuals take responsibility, in partnership with the Company, for their own development.
- Establish a center of Excellence that will provide Leadership, best practices, research and development support for prioritized business focus areas, in the trajectory of growing the business through its people.

8.1 LEARNING AND DEVELOPMENT POLICY

8.1.1 Policy Statement

Ecobank Transnational Incorporated (ETI) recognizes that its ability to meet its strategic objectives depends upon highly motivated and high-achieving staff. The training and continued professional development of our employees is crucial to the continued success of the business. It is therefore the policy of Ecobank Transnational Incorporated (ETI) to:

- Enable employees acquire knowledge and skills which will allow them to fulfill current responsibilities more effectively.

- Assist employees to develop skills and/or gain qualifications which contribute to the achievement of agreed personal and career development goals.
- Support the development of teams and effective team working skills.
- Introduce measures to strengthen organizational leadership and promote innovation.

8.1.2 Application

This policy applies to all permanent employees of Ecobank Transnational Incorporated (ETI).

8.1.3 Policy Guidelines

1. The success of the Company is dependent on the knowledge, skills and competencies of the people who work for it. It is therefore our commitment to build these knowledge, skills and competencies by ensuring that all employees are developed to the required levels to meet current and strategic business needs. This will be achieved in a variety of ways:
2. All learning interventions will be based on clearly identified organizational and individual needs. Organizational needs are determined by the Group, Business unit and through strategic planning. Individual needs are identified through performance management and then fed into a development planning process. It is the responsibility of the employee and their managers to ensure that this alignment exists and that a comprehensive individual and business training and development plan is in place. This plan should be dynamic and iterative when needed, to ensure current business needs are always catered for.
3. Training and development will not be limited to in-class training. It will be delivered through a number of research based approaches and informed by best practices. It may consist of a range of interventions and activities (e.g. coaching, on the job activities, projects, e-learning e.t.c). The type of training, duration, cost and context will determine which approach will be used in each case. The L&D team will decide in collaboration with the HR Manager concerned.
4. The Company will strive to ensure that all employees have an equitable opportunity to grow, develop and advance in their chosen field. Employees are also encouraged to take an active role in this by identifying their areas of growth and charting the way forward. It is also to the employee's advantage to take on acting roles and project work with higher responsibilities with or without compensation for development purposes.
5. Employee training and development is a shared responsibility between the employee and the Bank. The Company supports all training and development activities that lead to improved performance.
6. Training and development needs are identified through the Company's performance management system.
7. Employees are encouraged to work in conjunction with their Managers to seek appropriate training opportunities and should complete periodic career development plans with their Managers as all training and development interventions are integrated with the career plan.
8. Not all identified training needs will necessarily be addressed in a particular business cycle. It is important for employees and managers to prioritize and agree on relative timing.

9. Management has a key role to play in training and development at Ecobank Transnational Incorporated (ETI):
 - Demonstrating a commitment to train and develop employees in relation to the organization's objectives.
 - Ensuring that training and development plans are focused on the business needs as well as individual need areas.
 - Ensuring training and development actions are evaluated in relation to Organizational objectives and the benefits clearly identified.
10. Managers and Supervisors have a responsibility to work with employees to device custom training and development plans, monitor progress, coach and assess performance, this includes:
 - Creating a lifelong learning environment and providing employees with opportunities to continually grow and develop.
 - Evaluating each subordinate and each job so that each employee can be given duties according to his/her qualifications and abilities developmental goals.
 - Identify training needs jointly with employees in relation to individual objectives
 - Formulating training plans in liaison with Human Resources.
 - Providing direction, support, out on-the-job instruction and coaching to employees to help them achieve
 - Ensuring employees are aware of training and development opportunities open to them.
 - Ensure that those who are trained share their learning with others wherever possible and appropriate.
 - Conducting regular progress reviews to monitor performance against employee's objectives.
 - Evaluating the effectiveness of the training that employees may have undertaken.
- 11 The Human Resources team has a responsibility to support Line Managers in the training and of their employees. Human resources responsibilities include:
 - Provide guidance on training policy processes and Procedures.
 - Work with Line Managers to identify and source training programs based on identified needs.
 - Develop a corporate training plan annually and assist with the formulation of departmental training plans.
 - Design and organize specific training activities.
 - Publicize training activities.
 - Advice and train managers to carry out their training responsibilities.
 - Facilitate the evaluation of training and development programs in liaison with appropriate managers for effectiveness and return on investment.
- 12 The individual employee's role is to:
 - Identify personal training needs in relation to their personal objectives and unit service plans.
 - Be aware of training and development opportunities open to them and request training where appropriate to their training needs.
 - Evaluate the effectiveness of training with their Line Manager.
 - Share learning with colleagues wherever possible and appropriate

8.1.4. Types of training

Training is accomplished in a variety of ways. These include on the job experience, guidance from supervisor, web based training, attendance on formal courses, projects, assignments and encouragements

towards self-development. Ecobank Academy Center or external institutions run formal courses. The available programs cover entry, intermediate and advanced level programs in areas such as product knowledge, management skills, marketing and sales skills, other technical skills and personal development skills.

Ecobank Transnational Incorporated (ETI) offers the following training to help the employees grow and develop both personally and professionally as well as increase their confidence and contribution by keeping their knowledge base current:

- On the job training – informal training provided by Supervisors and Peers;
- Formal Classroom based training: both internal and external vendor training;
- Computer based self-study training: self-study modules focusing both on products, Procedures and personal development
- Bank Sponsored Educational courses – as defined in the Learning and Educational Assistance policy.

On-the-job training:

This is the most frequently used type of development in which supervisors, coaches, peers or mentors direct employees' day-to-day activities with the aim of providing them with the skills and knowledge to be able to carry out their job responsibilities to the standards required. This type of training is commonly used for new hires or transferred to new position during the initial learning curve to assist them to understand the parameters of the job and develop or enhance the skills required to do the job effectively.

Formal classroom training:

Formal training usually takes place in an environment away from the workstation. This type of training can be in the form of in-house workshops, Ecobank courses, externally run courses, professional qualifications.

Sometimes, employee may be required to complete pre-course work and tests for them to become eligible to attend a given classroom training.

When there is a critical mass, a formal classroom training can be organized in-house in coordination with the Academy Center.

On-line training courses:

These courses are available to all staff for self-study to improve their Ecobank knowledge. In addition some of these courses are pre-course requirements for other Ecobank Training Courses as indicated above (formal classroom training).

Mandatory trainings on Compliance, Information Security, Customer Service, Fraud...etc policies are also usually administered on-line.

Bank Sponsored Educational Training:

Educational training can be defined as the acquisition of knowledge through formal education curriculum, which would build employee knowledge in a given field. Employees willing to improve their education may choose to enroll to special/normal education courses that are likely to impact their professional knowledge and broaden their career development opportunities. Details are provided below in the Learning and Educational Assistance policy.

8.1.5. Training nomination process

- At the beginning of each year, HR in collaboration with the different BUHs will identify the training plan required for the year.
- The training plan will be done in line with the individual job performance and also the individual management profile/development summaries.
- The training plan can be adapted throughout of the year depending on circumstances.
- Consideration of nomination to training will include the following:
 - i. Business needs and priorities
 - ii. Relatedness of the requested training to the requirements of the job that you do
 - iii. Suitability to attend in terms of job experience, previous training, performance, potential, motivation, ability
 - iv. Attendance and performance during previous training programs
 - v. Successful completion of pre-requisites if required
 - vi. Class size
 - vii. Budget availability
 - viii. Requirement to attend based on the training needs analysis that was done during the Development Summary Process

8.1.6 Approval process

- During the budget exercise, Function Managers should determine their staff training needs based on their staff performance evaluations, their skills gaps and required development actions, and budget accordingly.
- Function Managers will do their assessment in consultation with HR who should provide guidance in terms of available training courses, costing...etc. All the departments training recommendations will be consolidated by HR and will be reviewed and approved by the Group Functions/Business heads and Group HR.
- The consolidated training plans will be reviewed and approved by the Executive Committee during the normal budget session with the overall company budget.
- Once the above process is finalized, employees can then start the request and training registration processes.
- It is the responsibility of the Supervisor/BUH to ensure availability of the training budget room in accordance with the training needs identified.

8.1.7 Cancellations/Replacements and no show policy

When planning to cancel previously booked trainings, employees and their managers should be aware of the related cost and obtain their function/Business manager approval.

8.1.8 Training Travel and expenses:

The training expenses are reimbursable as defined in the Expenses Management policy.

Travel arrangements are the responsibility of the staff who should liaise with EBS for a proper arrangement as per the company's Travel Policy.

8.2 DEVELOPMENT PLANS

8.2.1 Policy Statement

Ecobank Transnational Incorporated (ETI) is committed to the development and training of its employees. In this regard, it is the policy of the Company to organize and/or nominate employees to appropriate training and manpower development programs to enhance productivity and organizational effectiveness. This is done solely at the discretion of the company.

8.2.2 Policy Guidelines

1. Employee training and development can occur in many ways for example:
 - On-the-job training (coaching, mentoring, job rotations, assignments, projects etc)
 - Formal Training (e.g. in class, seminars etc)
2. Training at Ecobank Transnational Incorporated (ETI) is offered by both internal and external resources.
3. Internal training offered includes such forms as:
 - Job Rotations and Assignments
 - In house training courses, meetings and seminars
 - Coaching by Supervisors and Managers
4. External Training or training available from sources outside the Company includes such forms as:
 - Bank approved sponsored courses
 - Meetings, seminars, workshops, conferences
 - Degree programs and Professional qualifications.
5. Employees are expected to attend Company organized courses and seminars.
6. The Company will typically pay for training or education that has been recommended by the responsible department.
7. Development programs at Ecobank Transnational Incorporated (ETI) include transfers for development purposes such as:
 - Long term and short term Internal transfers to another department
 - Long term and short term Intercountry transfers to another operating country

8.2.3 Procedure

1. Employees may request training on an ad hoc basis. Selections will be based on eligibility and Manager approval to participate in the training.
2. Manager approval is required to participate in external training and employees must submit a written request to their Manager to participate in external training.
3. Managers can also submit requests for their reportees to be considered for external training.

8.3 LEARNING AND EDUCATIONAL ASSISTANCE

8.3.1 Policy Statement

Banks are operating in an increasingly competitive environment and for this reason it is essential that the Company:

- Equips the organization with appropriately educated staff to meet its current and future business requirements.
- Provides staff with the opportunity to develop themselves and their careers while furthering the interests of the organization.

For this reason, the policy is established to provide an opportunity for all employees to obtain educational and training in order to increase their competence in their present jobs and to prepare for possible advancement in the future. It is also to ensure mutual benefit for the Company and the employee.

Financial assistance will be provided to staff who want to take courses/degrees that have major/direct relevance to their career progression.

It follows that:

- Only courses that meet the needs of the organization will be supported.
- The courses paid for by the organization should fit in with career plans as agreed between the organization and the individual.
- Where post-graduate degrees/diplomas are necessary to meet the manpower needs of the Company, these will also be supported.
- Approval of the Educational assistance remains at the sole discretion of the Company.

8.3.2 Employee Eligibility

Employees will meet the following criteria to be eligible for sponsorship:

1. Permanent employment status
2. The plan of study does not interfere with employee's work schedule
3. Completion of at least two (2) years of continuous service with the Company prior to starting the course unless prior agreement was reached before employment, to take over an existing bursary from previous employers, and at least five to seven (5 to 7) years of professional and managerial business experience if applying for an MBA or advanced degree program.

4. Must have a Performance Rating of at least “3” for the last 2 years preceding the request for a Bursary. Indicative rating for current year must also be at least of 3.
5. Participation in a Master or MBA program is only opened to employees whose position or future position may require the broadening that a master’s degree provides and is relevant to the current or future role.
6. Have met the entry requirements for the degree program or professional training program.
7. Degree or professional course to be pursued is relevant to their current role and in line with their approved career progression; however the final approval of a granting a Bursary will remain at the sole discretion of the employer.
8. The intended training will benefit both Company and employee.
9. No bursary is payable if the individual has presented his/her resignation.

8.3.3 Policy Guidelines

1. A professional course is deemed to be any formal education curriculum, which will build on staff general knowledge in a given field. Employees willing to improve their education may choose to enrol to special or normal education courses that are likely to impact their professional knowledge and broaden their career development opportunities. Approved courses/programs cover general Diploma, Degrees and MBA programs as well as any Bank specific courses.
2. Employees may apply for sponsorship from the Company for appropriate courses, either long or short term training to enhance academic and /or professional qualifications for effective job delivery.
3. For training or education that has been suggested by the Company, the Company will pay full costs relating to the training. This could be a second degree or advanced degree and diplomas or professional development through meeting/seminar attendance.
4. The Company may reimburse up to fifty percent of pre-approved costs related to education and training.
5. If the Bank decides to financially support a degree course of study, the sponsorship will be such that the Company:
 - Pays all tuition, Enrollment/Registration and Examination fees on a 50/50 basis with the employee.
 - Terminates sponsorship in the event of periodic examination failure at any time during the course of study.
 - Terminates sponsorship at any time where the employee’s on-the-job performance deteriorates or some other significant negative circumstances e.g. poor attendance, motivation, disciplinary matter of the employee.
 - Reimburses the employee’s payment of 50% of fees one year after graduation assuming all other criteria have been met.
6. In the event that the Company refuses to sponsor such a course of study for whatever reason, employees are at liberty to pursue such a course at their own expense in their own time.

7. The Company encourages “Distance Learning and/or evening classes as the preferred method of study and will not entertain any course requiring some form of any day part time release.
8. The Company reserves the right to request full reimbursement of all Company funds used to support the course of study in the event that part-way through the degree course or other course for which the Company is providing financial support, it becomes clear that the employee has either:
 - Has allowed their on the job performance to deteriorate or has allowed some other negative circumstance e.g. poor attendance, disciplinary matter etc.
 - In the event of periodic examination failure at any time during the course of study.
9. Only courses offered through an accredited university or college are eligible for sponsorship.
10. This support requires the employee to remain with the Company for a minimum period as below following graduation. The obligation to continue employment for the additional period will commence immediately on completion of the period of study.
 - For an additional period equal to 12 months if the cost of the course is equal to or less than 5,000USD.
 - 18 months if the cost of the course is more than 5,000USD, but less than 15,000USD;
 - 24 months if the cost of the course is equal to or more than 15,000USD
11. If the employee has completed only a portion of his service obligation at the date of termination of his employment with the Company for whatever reason, the Company shall claim back the educational support amount on a prorata basis calculated on the remaining time of employment that the employee did not comply with. A transfer to another affiliate of the Group is an acceptable move.
12. The amount due will be deducted from the employee's final dues. Should there not be sufficient funds available, the employee will be personally liable to pay the balance to the Company on his or her last day of work.

8.3.4 Procedure

1. Application for bursary support

Staff must complete a request and submit the form to his/her Line Manager. The Line Manager should discuss the proposed studies and career direction with the applicant, taking into account the Company's manpower needs. Human Resources should be consulted in this regard. If the Line Manager is satisfied with the applicant's proposal, the application must be passed on with the required endorsement from the Line Manager to the Business/Function Head. The Business/Function Head will approve or decline the application.

If approved, the application should be enclosed and sent to Group Human Resources for final approval.

The HR Department will also ensure that the employee has signed a document where he recognizes the rules and obligations under the Educational Support policy and where the employee commits to reimburse the Company all costs paid by the Company for his studies as outlined in the clause 10 above, should he leave the Bank prior to a certain period of time.

2. Time Period

The Company encourages staff members to complete degrees/diplomas within as short a time as is possible. The Company reserves the right to discontinue support for any education should the

duration of the course be too long. Staff are urged to discuss the proposed duration of the course with their Line Managers or Human Resources.

3. Funding & Budget

Employees should place their request with Human Resources and their Line Manager in advance and prior to the budget season so that employees approved applications are consolidated and considered for the budget exercise. The agreed budget should cover the entire course fee.

8.4 PROFESSIONAL DEVELOPMENT THROUGH MEETINGS / SEMINARS

8.4.1 Policy Statement

The Company encourages the professional development of employees through attendance and participation in approved meetings, seminars, workshops, etc. that are directly related to the Company's operations, activities, and objectives and that will place Employees in a position to improve their job performance.

8.4.2 Policy Guidelines

1. This policy covers meetings, seminars, workshops etc. which are conducted or sponsored by colleges, Universities and other professional organizations.
2. Participation is subject to approval by the employee's Supervisor/ Manager.
3. This policy provides payment in full by the Company of expenses by Employees attending approved meeting, seminars, or other Company related activities.
4. Typical expenses include, but are not limited to:
 - Registration fees
 - Expenses for hotel accommodation
 - Meals
 - Travel
5. All expenses incurred for professional development through meeting/ seminar attendance will be paid by the Company.

8.4.3 Procedure

1. An employee shall apply to attend a meeting/ seminar through his /her immediate Supervisor/ Manager and must obtain a written approval before attending the meeting/ seminar.
2. If the immediate Supervisor/Manager recommends approval of the application, he/she shall sign the application letter and forward it to the Human Resource Manager

3. The immediate supervisor/ manager will, in turn, notify the Employees concerned of the approval or non- approval.

8.5 TRADE AND PROFESSIONAL ASSOCIATIONS

8.5.1 Policy Statement

It is the policy of the Company to encourage all employees to participate in relevant Trade and Professional Associations and bodies.

8.5.2 Application

This policy only applies to permanent employees eligible as per their employment contract.

8.5.3 Policy Guidelines

1. Employees are encouraged to apply for membership and take active interest in trade and professional associations when eligible.
2. Employees in certain employment grades may be eligible for Company sponsorship of Trade and Professional Associations.
3. When several employees qualify for membership in an association, the Company will attempt to accommodate this via a corporate group rate. Employees may have to share the magazines/publications received.
4. Participation in trade and professional associations linked to political or labor movements is not eligible for sponsorship.
5. The Company will reimburse employees for membership fees or dues for trade and professional associations as per their employment entitlements.
6. Employees who are invited to seek or serve in any official position to a trade or professional association must obtain management (Legal department) approval before accepting.
7. Employees are encouraged to submit articles, present papers, or give talks to trade and professional associations and their publication. Prior written approval must be obtained from management if any

subject involves Company confidential information or trade secrets and/or if such communication might be construed as representing the Company's position on any subject.

8. Appointment to executive office in professional bodies/organisations shall require approval in writing by the Group Chief Executive Officer with respect to Group Executives and by Group Company Secretary and Human Resources for other employees.

8.5.4 Procedure

1. All requests for payment/reimbursement of membership to Trade and Professional Associations should be directly submitted to Human Resources.

8.6 CAREER DEVELOPMENT

8.6.1 Policy Statement

It is our policy and commitment to provide career opportunities to all employees to continue to perform at outstanding levels. Career development discussions will be discussed at the annual performance evaluation sessions to enable the planning and charting of career paths. We recognize that continuing to focus on the career development of our people is a beneficial strategy in retaining and developing employees to full potential.

Career development is important as it leads to:

- Intentional career planning
- Continuous self-improvement and a commitment to lifelong learning.
- Increased job satisfaction,
- Enhanced capabilities and higher performance.

8.6.2 Application

This policy applies to all permanent employees

8.6.3 Policy Guidelines

1. Career Development is a series of planned actions taken by an employee, with the active support of management, to successfully meet the demands of the current job environment, prepare for future work opportunities and challenges, and enhance employee career satisfaction.
2. All employees will be expected to jointly with their Manager/Supervisor develop a Career Development Action Plan, a short-term plan that documents their annual career development goals and supporting actions for the performance period.
3. Every employee will be given an opportunity to outline his/her career aspirations at his/her annual performance and development review meeting. The manager will provide feedback to the employee regarding possible options available to the employee to assist in their professional development, and address any other areas for possible career development.

4. Subsequently, the manager and employee will also discuss on an annual basis whether or not the development agreement set in the previous years' review has been met and addresses any employed issues which may be hindering the completion of these objectives.
5. Career development planning at Ecobank Transnational Incorporated (ETI) is a two steps process as follows:
 - Employees are encouraged to develop a long-term career strategy in which they explore their career choices, and establish long-term milestones for their selected career direction toward enrichment in their current work progression along their current career path or transition to another career path.
 - A yearly Career Development Action Plan is part of the annual performance planning and evaluation process for each employee. Together, employees and supervisors create career development goals and actions for the performance cycle. Supervisors conduct periodic Career Development Action Plan progress meetings with employees throughout the year. Employees who successfully achieve their Career Development Action Plan goals during the performance period have the opportunity for promotions and to influence their compensation.
6. Career Paths provide information on common careers at the Company. They describe the core capabilities needed to successfully progress through a particular career path, including necessary competencies, experience and education. In addition, career paths provide useful information on learning opportunities and connections to other career paths. Ecobank Transnational Incorporated (ETI) has two career tracks to ensure that progression of appropriately skilled and experienced employees meet current and future needs of the Group and its employees.
 - a. **Specialist career track**
The specialist career track provides for career progression for employees whose roles will be focused mainly on a specific area requiring deep specialist skills. Such employees shall have very clearly defined responsibilities and performance expectations within the defined specialist skill area/function in the Bank.
 - b. **Management Career track**
The Management career track provides for career progression for Ecobank Transnational Incorporated (ETI) employees with broad management responsibilities including allocation and management of the Bank's resources, including human resources.
7. The Company will provide Career Development Programs to support employees and supervisors to create and implement employee career development plans. Career development programs may be designed to increase employees' career expertise and performance in their current jobs, and to increase awareness and prepare employees for new career opportunities. Career and Professional development programs may take different form including the following options:
 - Internal and external training programs, professional education courses, or degree programs
 - Participation in professional conferences, workshops, seminars, discussion groups.
 - Promotion to a higher level position with expanded responsibilities and impact.
 - Job enrichment through the expansion of responsibilities and taking on new areas within the current role, as identified through performance Management and with the support of the supervisor.
 - Lateral reassignment to a new practice or function, which involves taking a new assignment in another department or function, to develop professional competencies and to expand professional portfolio.

- International reassignment and secondments to a new duty station to gain international experience and wider exposure.
- Sabbatical leave or other special leave with and without pay as a temporary break from professional duties for full time study and development purposes as specified in the various leave policies.

8.6.4 Procedure

1. Every Manager/Supervisor is expected to encourage and support learning opportunities for their employees that are aligned with career goals and plans.
2. Managers and Supervisors to present career development plans to Human Resources Manager for escalation to Management for approvals and implementation.

8.7 PROMOTIONS

8.7.1 Policy Statement

Ecobank Transnational Incorporated (ETI) supports an environment that values career mobility and encourages employee who possesses the abilities to pursue appropriate vacancies to foster their career development. It is the goal of Ecobank Transnational Incorporated (ETI) to ensure maximum opportunities for promotion from within consistent with the commitment to organizational needs, equal opportunities and applicable contractual agreements.

The Company strives to promote the most capable and experienced employees based on their demonstrated ability and potential to assume greater responsibility and perform essential job tasks. Consequently, reasonable efforts will be made to fill vacant positions from within, where possible. At the same time, it may be deemed necessary to recruit and hire outside the Company to attract the most qualified individual for a particular job vacancy.

Whenever possible the Company will encourage and support employees to obtain necessary skills, training and education in order to qualify as eligible candidates for promotion.

The Promotion policy and procedure outlines Ecobank Transnational Incorporated (ETI) philosophy and process with regards to employee's promotions in general and aims at allowing employees to better understand how promotions are determined and awarded within the Company.

This policy covers the entire promotion process, from initiation through job evaluations, approvals and eventual compensation adjustments for all Ecobank Transnational Incorporated (ETI) Employees.

Promotions in Ecobank Transnational Incorporated (ETI) shall be based on performance criteria and not on length of service or educational qualification. Promotion shall be approved at the appropriate management level.

8.7.2 Application

This policy is only applicable to permanent employees of Ecobank Transnational Incorporated (ETI).

8.7.3 Policy Guidelines

1. Promotion Philosophy:

Promotion is usually a move by an employee to a vacant position at a higher grade level either within the current department/function or in a different department/function. An employee can also move to a higher grade level as a result of exceptional performance and assumption of greater responsibility than their current job level and as a career path progression.

Eligibility to promotion: Promotions at Ecobank Transnational Incorporated (ETI) will occur as a result of the following based on employee's performance:

- Moving to an existing higher level Job.
- A reclassification of the individual's existing position as a result of the individual performing duties at a higher degree of responsibility or the employee taking on additional significant and expanded increases in job responsibilities in his current job.
- Career progression of an employee as a result of consistent good performance at the current role.

Promotion decisions are also based on the existence of a position in a higher grade/level, and the employee's potential to fulfill the requirements of the position. This potential is based on previous performance, demonstrated ability of the individual to learn (through development & training) and apply him/her to new experiences as well as the competencies that can continue to be realized from the individual that will meet the requirements of the new position.

Important: All positions have promotion limits and an employee may have to change his job/career direction for him to receive a promotion beyond the promotion limit of his current job.

2. Job Level/Grade and Career Level

Within the compensation structure of Ecobank Transnational Incorporated (ETI), every job is assigned a level/grade that considers the job responsibility, accountability, problem solving complexity, experience, knowledge required and people management responsibility. These factors determine the level of the job.

In addition, Career level refers to grade assigned to the employee occupying the position based on his readiness and his capability to fit into the position.

Promotions can be done in two ways as follows:

- Promotions to next career level
- Promotions to next job level

Below is the summary of the Ecobank Transnational Incorporated (ETI) Job levels and Career levels

Job Grade	Job Level	Career Path/Level
1	1	Support 1
		Assistant Officer
		Officer 1
		Assistant Officer

2B	2	Officer 1
		Officer 2
2A	3	Officer 1
		Officer 2
		Senior Officer
3C	4	Officer 2
		Senior Officer
		Assistant Manager
3B	5	Senior Officer
		Assistant Manager
		Deputy Manager
3A	6	Assistant Manager
		Deputy Manager
		Manager 1
4C	7	Deputy Manager
		Manager 1
		Manager 2
4B	8	Manager 1
		Manager 2
		Manager 3
4A	9	Manager 2
		Manager 3
		AVP1
5B	10	Manager 3
		AVP1
		AVP2
5A	11	AVP1
		AVP2
		VP1
6B	12	AVP2
		VP1
		VP2
6A	13	VP1
		VP2
		SVP1
7B	14	VP2
		SVP1
		SVP2
7A	15	SVP1
		SVP2
		EVP

8.7.4 Procedure

Promotion Cycle

Promotions will take place once per year with the annual salary review in April (unless otherwise stipulated) and must be based on set guidelines to ensure consistency in application.

Exceptional promotions maybe awarded in October of each year to allow for adjusting, correcting some specific and justified cases not considered during the normal cycle in April.

1. Promotion resulting from a move to a new higher role

- The Company will post vacancies internally to enable employees who might be interested and meet the job prerequisites to apply. Where succession plan exists, management would first consider individual(s) identified for the position.
- To be eligible to apply for a posted vacancy, employees must meet the minimum hiring specifications for the position and be in good standing in terms of his/her overall work record (rated at least 3 at their latest performance appraisal).
- To be eligible to apply for a vacancy, employees will have held their current position for at least twelve (12) months subject to any variation by management based on business needs.
- In the selection of an employee to fill an upgraded job, the following qualifications will be carefully considered:
 - I. Competency and performance
 - II. Qualifications
 - III. Experience
- Employees transferred to a “higher-level job” shall not be promoted immediately after the filling of the job. A 6 (six) months probationary period will be observed before the employee is considered for promotion in order to allow for growth in the new position and to give time to evaluate the performance of the employee.
- In case of a satisfactory rating after the 6 months (at least 3 rating), the employee will be due for the promotion during the next promotion cycle in April or October, whichever comes earlier.

2. Promotion resulting from Job reclassification or Career Progression

If an employee meets all the requirements below, the promotion will be pre-approved by the function manager, pending further approvals as defined below on point 4.

- Incumbents recommended for promotion must score at least a Rating “3” on their two (2) latest year end performance appraisals.
- Any rating lower than 3 will not warrant promotion.
- Employees must have spent at least 12 months in their current job and career level for Officers (Job levels 1 to 6) – 24 months for Management roles (Job Levels 7 to 13) and 36 months for Executives roles (Job Levels 14 and above). Exceptionally, high performers may be promoted earlier than the stipulated minimum period for them. However, no employee will be promoted twice in one year.

- Promotions to a higher job grade can only be awarded for jobs that have been formally graded through the job grading exercise. Nominations have to be submitted early enough to allow for position evaluations to take place where required.

Position Evaluations:

When checking or compiling a job description to support a promotion request, Line Managers should ensure that all the relevant details are included in the descriptions as evaluations are based solely on the written content of the job description, which is available with Human Resources.

Positions are evaluated according to the standard Ecobank method of evaluation. Detailed evaluation guides are available from HR should managers wish to obtain more insight into the process.

Position evaluations are always done on a maker/checker basis to ensure accuracy. The results of the evaluation will be shared with the nominating Line Manager should the requested grade of the job not be achieved. If the job description is complete and accurate, and does not support the promotion, the promotion will automatically be declined.

Job evaluation outcome should also be presented to the Group HR Head for review and final validation.

3. Promotion Nomination and Approval Processes

It is the responsibility of Line Managers with employees reporting to them to nominate their employees for promotions to be implemented in April or October. A reminder will be sent by Human Resources to Business/Functions Heads in this regard with a Target Date in line with the year-end review process calendar.

All promotion recommendations have to be accompanied by the following items:

- Promotion nomination form that includes the current and recommended grade,
- Last 2 years performance rating and reason for promotion
- Copy of the job description (if the job has to be re-evaluated)
- Detailed justifications/business case for the recommendation
- Support (sign-off) of the Function/Business Head

Promotions are consolidated by the Group Human Resources Business Partner for the business/Function and pre-approved by the Business/Function Head, and then sent to the Group Head Human Resource for review and final validation by the GCEO.

Promotion for Group Heads of Functions and Executives will be further approved by the Board.

4. The promotion nomination will be evaluated for each promotion based on the following information:

- The employee's last 2 years appraisal rating;
- The contents of the recommendation from the Line Manager;
- The job grade/level;
- The length of service of the employee in the current position;
- Peer review – a review of the performance ratings, experience/length of service, qualifications of other employees on the same grade/level (peers) including their progression within the Company. This process ensures that similar standards are applied to employees in order to maintain equity.

- Current salary level of the employee in relation to the minimum of the recommended grade;
5. Employees will not be promoted beyond the grade of their positions and promotions that are more than one level higher should not be done (double jumps) e.g. from Career level “Manager 1” to Career level “Manager 3”.

In the circumstances where an employee who is 2 career levels lower applies for a higher role and is successful to take the position, the double jump to the minimum career level of the position should not be done; the employee should be promoted to the next job or career level in April or October as defined above.

In addition, to close the gap, such an employee should be automatically considered for a promotion during the following year promotion cycle if the performance continues to be satisfactory (at least rated 3). In this case, the minimum length of time to be spent in a position before an employee becomes eligible for promotion as defined above will not apply to him. Management will review the proposal for promotion to the next level in light of the circumstances and company constraints at that specific promotion cycle and decide accordingly.

6. Ineligibility for Promotion

Employees may not be eligible to promotion based on the following criteria:

- Any employee under suspension of employment
- Any employee with 2 warning letters during the current year or undergoing disciplinary procedure
- Any employee that fails an internal Audit (i.e. unsatisfactory rating on Audit) in his area of responsibility.
- Any employee who has tendered his/her resignation or indicated his/her intention to resign

7. Demotions

A demotion involves moving from a position in a higher grade/career level to another position in a lower grade/career level. Demotions occur when employees take on significantly less job responsibilities in their current jobs or in a new position on a lower grade/career level.

Demotions may occur due to poor / inadequate performance on a higher level job i.e. consistently failing to meet agreed KPIs, or if an employee is deemed to have less ability, experience and qualifications than those required of a job. A demotion may also be recommended for an employee with disciplinary issues.

When an employee is demoted to a lower level job, she or he loses the benefits attached to the higher level job.

8. Promotion Compensation Adjustments

Salary Ranges

The compensation/salary_structure consists of a salary range for each job/career level. The differences between the ranges recognize different levels of duties and responsibilities, which are reflected in different salary ranges pertaining to each job grade.

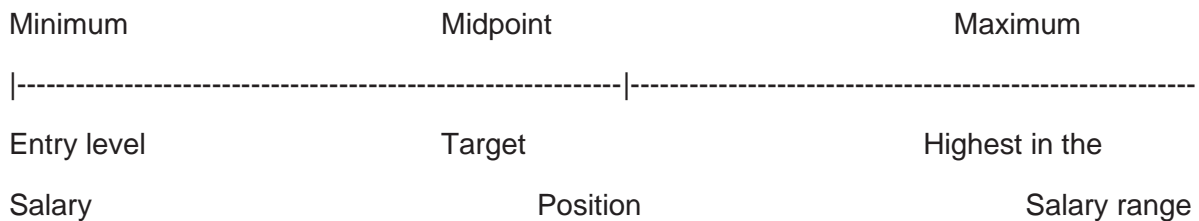
The Salary Ranges address internal and external consistency, provide a scale related to the relative worth of each job in the Bank and are competitive in the context of Total Compensation and Business Direction, within the local market.

Each job/career level has a salary range which has a minimum, mid-point and maximum that reflects the greater complexity of duties and responsibilities. Base Salaries and Role Based salary are administered within the Ranges. The Range spread (gap between the minimum to maximum) provides an opportunity for an employee's salary to progress as they develop in their role over time. An employee's position in the range is determined by performance.

Minimum: The least that we would normally expect to pay for a job

Midpoint: The target Market position (expected value of the position for a fully experienced full performing employee)

Maximum: The Highest that we would expect to pay in the grade



The mid-point of the salary range is the reference against the market and we establish the minimum and maximum around this midpoint.

Individual salaries are linked to the career level of each employee and determined by a combination of performance and where the salary is positioned within the range. Individuals who are new to the job or have been recently promoted will generally be compensated near the beginning of the range. Their salaries will move higher within the range as they gain more experience and have sustained performance.

Job responsibility and performance are key elements in determining employee's compensation. The job responsibility will determine the grade at which an employee should be placed and the salary range will be applied accordingly. Employee performance in the job will determine "his future salary progression."

Promotion Increases

The annual salary normally increases when being promoted. In general, the percentage of the promotion increase is based on the following considerations:

- Annual Total Increase budget approved for the year
- Employee's performance rating
- Employee's current salary position in comparison to the new salary range
- Salaries of other employees in similar position (internal equity)
- Time spent in current job grade
- Potential of the employee in the new position
- Affordability

As a basic rule, an employee should not be below the minimum of the grade. The salary adjustment to accompany a promotion will therefore be the higher of:

- The increment as per the salary increase matrix/methodology for the current cycle
- The increment necessary to get the employee to the minimum of the grade

In case the gap with the minimum of the salary range is too big and cannot be done once, the catch-up will be done in maximum three (3) years as follows:

- 30% on year 1
- 30% on year 2
- 40% on year 3

If there is a freeze on increases in a particular cycle, the employee will automatically qualify for a salary review in the next possible cycle to ensure that all employees are at least at the minimum of the grade.

9. Staff communication

HR will be responsible for drawing up a letter for each employee who is promoted. The letter will contain the new grade, any benefits that come with the new grade as well as the salary adjustment (if any) and the effective date.

The letters will be signed by the respective Business/Functions Heads – the letters will be distributed to Function Managers who will communicate to their employees. A copy of the letter is placed in the employee's file.

Business/Functions Heads should not communicate the intention to promote a person until full approvals are in place and the go ahead is received to communicate to staff.

8.8 REASSIGNMENTS (TRANSFERS)

8.8.1 Policy Statement

Business needs may necessitate the movement or transfer of staff from one department to another or from one duty station to another.

A transfer within the department may provide an opportunity for an employee to assume different responsibilities and develop new skills. Transfers to other departments may also provide career development by enhancing skills and learning about other functions of the Company.

The Company is committed to giving staff members the opportunity to move to enable them to develop their skills and broaden the scope of their work experience.

8.8.2 Application

This policy applies to all employees of the Company.

8.8.3 Types of Transfers

1. Lateral Transfers:

- A lateral transfer occurs when an employee moves from one position to another and both positions are of the same grade or level.
- Such a transfer may be initiated by the Company to accommodate the needs of the Company in consultation with the employee.
- Such a transfer may be voluntary to accommodate the desire of the employee to gain additional experience and to grow professionally.
- It is required that all affected Supervisors/Managers approve the transfer.

2. Temporary Transfer

- Occurs when an employee moves from his/her duty station or department to relief duties (or for any other reason whatsoever) for a short, fixed period of time.

3. Permanent Transfer

- A permanent transfer occurs when an employee moves from one department to another or from one duty station to another with the intention of staying indefinitely in that department or duty station.

- Permanent transfer can also occur when an employee is converted from one Ecobank affiliate to ETI on a permanent basis. In this case, when the previous contract is not fully liquidated (payment of all rights and final dues), the number of accrued years of service are carried forward in the new employment.
4. Internal Transfer
 - Occurs when an employee moves from a Department to another when there is an opportunity.
 5. Regional Transfer
 - Occurs when employees of Ecobank Transnational Incorporated (ETI) in any country are transferred to another country within the Ecobank network for extended periods of two years or more.

8.8.4 Policy Guidelines

1. Company needs may require that employees are transferred from one department to another or from one duty station to another. A transfer will occur when an employee moves from his/her current position to another position that is of the same level or grade.
2. There are no consequences to an employee who refuses a company initiated transfer if the employee's current position is not redundant.
3. A transfer initiated by an employee will only be granted subject to management approval at the sole discretion of the Company and depending on availability of positions.
4. Employees who voluntarily apply for a transfer of any nature must have served in their current position for at least twelve (12) months. Exceptions may occur in some specific circumstances based on company requirements.
5. In the case of a temporary transfer the actual cost of the transfer will be borne by the Company. Ecobank Transnational Incorporated (ETI) will arrange and pay for relocation transport charges for employees on temporary transfers.
6. In the case of a permanent transfer, the Company will pay the cost of transport charges involved in the transfer for an employee and his/her immediate family on permanent transfer.
7. If a transfer initiated by an employee is approved, the employee is not entitled to any transport or disturbance allowances.
8. This policy should be read in conjunction with the Ecobank Transnational Incorporated (ETI) Mobility policy and where any conflict arises, the global mobility policy will apply.

The global Mobility policy will be updated regularly and will supersede all the existing policies.

8.8.5 Procedure

1. Employees are required to notify the current Supervisor/Manager of their interest in being considered for a transfer.
2. To apply for a transfer, the employee must write an application for a transfer to the Human resources Department after discussion with the Functional Manager.

8.9 INTERNAL TRANSFERS

8.9.1 Policy Statement

Generally all vacancies should be posted internally to give to Ecobank Transnational Incorporated (ETI) employees the option to apply for these, prior to being advertised externally.

Circumstances where there will be no job posting for a vacancy are when:

- The position is temporary;
- The position requires specialist/technical skills that are known not to exist elsewhere in the Company;
- An internal candidate has credentials that fully meet the job requirements;
- A suitable candidate has been identified, within the Company, for career development purposes.

8.9.2 Application

This policy applies to permanent employees.

8.9.3 Policy Guidelines

1. Job specification, once approved, by the function manager, will be posted into Ecobank Transnational Incorporated (ETI) Careers website. The postings should clearly state:
 - The title of the advertised position
 - The grade of the position
 - Reporting Line
 - Job Description
 - Skills and Competencies
 - The closing date for applications

The job specification can also be circulated by mail to “All Employees” distribution list.

2. All employees are entitled to apply for an advertised position if they:
 - Have a satisfactory performance rating on their last appraisal;
 - Are not under a disciplinary action;
 - Have completed at least 12 months in their current position;
 - Have the minimum qualification and experience required for the job.

Employees, who have the intention of applying for an open position, must first advise their Department Head and Function Manager prior to applying.

3. Depending on how the vacancy has been posted, i.e. through internal mail or Ecobank Transnational Incorporated (ETI) Career, applications (with an updated resume) can be either sent to the HR Departement or through the Ecobank Transnational Incorporated (ETI) Career website. Employees cannot request HR to draw their CVs from their personal files.

8.9.4 Procedure

1. Interested employees will apply to HR who will review and assess their profiles against the job requirements as determined in the job specification prepared by the Hiring Manager for that role. The hiring manager will then select the applicants who will be requested to go through the interviewing process.
2. HR will notify the current manager when one of their employee's has been selected for an interview. While internal transfers across departments are encouraged, there can be situations where the applicant's manager can stop the process at this stage if the applicant holds a critical position in the Compnay. Interviews should be conducted by the Hiring manager and HR at minimum and in case a candidate is not successful following an interview, the Hiring manager should discuss the reasons with HR and the candidate should be notified accordingly.
3. When a selection decision has been made and an internal applicant is to be offered the position, the following process should apply:
 - HR should be formally notified
 - The new manager should inform the employee's current manager, and an appropriate release date should be agreed. This should be within 1-2 months of a decision being reached.
 - The Hiring Manager should call the employee to verbally inform them that their application has been successful.
 - Transfer letter produced by HR containing all details of the transfer

8.10 SHORT TERMS ASSIGNMENTS

8.10.1 Policy Statement

Ecobank Transnational Incorporated (ETI) employees may be transferred to or assigned to projects in a country outside their country for short periods. Such assignment will typically involve a specific duration of not more than six (6) months. All requests for extension beyond the 6 months will require the approval of the Group Assignment Steering Committee or by both Group HR Head and Group Business/Function Head. The employee's costs during short assignment period are however borne by the affiliate which benefits from the assignment.

8.10.2 Application

This policy applies to permanent employees on short term assignments.

8.10.3 Policy Guidelines

1. Ecobank Transnational Incorporated (ETI) will make the transition to and from a short Term assignment as smooth as possible.
2. Employees on short term assignments maintain relationship with ETI and continue to receive all ETI entitlements. They will remain on the payroll and will continue to receive normal ETI benefits.
3. Short Term assignments are deemed to be non family accompany – however, the spouse or children may accompany the employee on the assignment at their personal expense.
4. ETI and the host country Managing Director and human resources Head will agree upon all assignment details and document these working arrangements.
5. When travelling to and from the host country at the beginning and end of a short-term assignment, the employee travel expenses will be borne by the host country.
6. The host country will generally provide accommodation for employees on short term transfer in the host location in a hotel or furnished apartment. Accommodation charges including telephone call charges will be paid directly by the host affiliate. It is expected that only clothing and a reasonable amount of personal items will be need to be taken to the host country.
7. Employees on Short term assignments will be reimbursed costs of food and essentials in the host country. A short Term Assignment Allowance of 300\$ per month will be also paid to employees on short term assignment to help them cater with some miscellaneous expenses. This will be paid in lieu of the perdiem paid during business trips.

8. The host country will determine whether the employee requires a car for business purposes in the host location. In any case, transportation will be provided in the host country.
9. If a Short term assignment of six months is extended, the employee will be provided a return trip home if needed, to take care of personal issues. In some cases it might be more viable to fly an immediate family member (spouse or child) to the work location. These cases shall be cleared with the host country's and Group Human Resources Services.
10. Employees on short term regional assignments will generally observe the holidays in the host country.
11. In line with policy that Ecobank Transnational Incorporated (ETI) is a multi-lingual (English, French and Portuguese) organization, it is expected that personnel have the required language proficiency in the business languages of the host country.
12. The regular ETI salary of the employee will be maintained during the transfer period and paid throughout ETI Payroll. Future adjustments in salary, promotions and related considerations such as benefits will be made on the same basis as if the employee had remained in ETI.
13. If ETI medical benefits do not extend to the host country, the host country will provide coverage similar to that offered by the host country to their employees .
14. In the event of death or critical illness of an immediate family member (generally interpreted as a spouse and children) in home country, employees should discuss the need to return home with the host human resources. If authorized, the employee will be reimbursed the cost of a round trip Economy class airfare and a day's travel time in each direction.

8.10.4 Procedure

1. For further information on this policy, employees should refer to the Ecobank Mobility Policy.

8.11 REGIONAL TRANSFERS OF EMPLOYEES - LONG TERM ASSIGNMENTS

8.11.1 Policy Statement

Local employees of Ecobank Transnational Incorporated (ETI) (employees hired on local terms and conditions) may be seconded to another country within the Ecobank network for extended periods of two years or more without exceeding four years in total. Any period beyond the four years should be approved by the Group Assignment Steering Committee or by both Group HR Head and Group Business/Function Head.

This assignment will generally involve the transfer of skills and expertise in a management/senior role with broad impact in the host country or in order to acquire specific skills.

8.11.2 Application

This policy applies to Local ETI employees (non-management) on long term regional transfers.

8.11.3 Policy Guidelines

1. For the purpose of this policy the following terms will refer to:
 - Home Country: The country in which the international assignee normally resides when not on
 - assignment to host country, which is basically Lome
 - Host Country: The country to which the international assignee is assigned.
 - Accompanying family: Members of the family who live with the staff member. This refers to Spouse/partner and dependent children up to four aged under 21 years.
2. Every effort will be made to minimize personal and financial challenges associated with an extended transfer, enabling the employees to focus on their new business role and to make a contribution in the new environment.
3. The host country Human Resources Head in collaboration with the Country Managing Director is responsible for working with Group Human Resources Head to arrange the assignment and for helping transferred employee and accompanying family.
4. Immediate family members may accompany transferred employee on regional transfer.
5. Ecobank Transnational Incorporated (ETI) will provide a Relocation allowance of one (1) month base salary in recognition of the personal adjustments that a transferred employee and their families will have to make on an extended regional transfer particularly in establishing in the new country and on returning from assignment.

6. The employee will not be eligible for this allowance payment upon returning to the home location in the event that the assignment is terminated at the employee's request prior to the completion of two years.
7. Each transferred employee will be granted a one week leave period to locate permanent housing, finalize any family member schooling and make other arrangements prior to relocation.
8. The host affiliate will cover the cost of air tickets as per the Ecobank Travel Policy and travel expenses associated with the move to and from the assigned location for the employee and any relocating family members.
9. The host affiliate will pay for temporary housing for the employee and family in the new location for a period of one (1) month. In some locations, temporary living periods in excess of one month may be approved due to a scarcity of suitable rental housing.
10. The host affiliate will pay for the transportation of furniture and personal effects by the most inexpensive manner. Generally the Bank will provide up to the cost of 20 foot container for staff without family and 40 foot container for staff relocating with family.
11. In line with policy that Ecobank Transnational Incorporated (ETI) is a multi-lingual (English, French and Portuguese) organization, it is expected that personnel have the required language proficiency in the business languages of the host country. However, cultural training may be required prior to the move or upon arrival to include a few days of instructions on conditions, social customs and manners and business customs.
12. The Host affiliate will provide the staff member and spouse a pre-move trip prior to the start of the assignment in order to find suitable housing, visit schools and become acquainted with the local environment. This trip is for a maximum of seven days and wherever possible should coincide with a business visit to the host country.
13. The host country will pay for the housing and security in host country up to a certain limit according to country benchmark for the transferred employee.
14. In host locations where a car is considered necessary, host affiliate will provide appropriate transportation determined for each country by Group or Regional Human resources management.
15. Home affiliate will provide supplementary allowance to employees on regional assignment serving in a location where living and working conditions are considered difficult or if data indicates higher costs of goods and services in the host location than in the home location (Lomé).
16. The employee and accompanying family will be entitled to annual home leave tickets in Economic class.
17. The employee will be paid in the home or host country currency or a combination of the two depending on legal, tax and currency exchange regulations. All the employee's costs during the assignment period are however borne by the host affiliate.

18. Employees on long term assignment to another country will continue to participate in home country benefits program (Life insurance, profit sharing, retirement plans etc). Where the employee is required to pay increase out of pocket medical expenses, home affiliate will cover this additional cost.
19. Employees on regional transfer will be entitled to the vacation time specifies by their host country policy. The national holidays of the host location will be observed and they will not receive additional time off if their home location provides more holidays off than the host location.
20. Employee will be reimbursed children's tuition fees in the host location up to a limit determined by Group Human resources.
21. In the event of death or critical illness of an immediate relative (generally interpreted as a spouse and children up to 4 under 21 the age of years) in home country, employees should discuss the need to return home with the host human resources. If authorized, the employee will be reimbursed the cost of a round trip Economy class airfare and a day's travel time in each direction.
22. If a spouse of a transferred employee is relocating to the host country, Host country will provide non-financial support to the spouse in pursuing opportunities for personal or career growth. To the extent possible the host country Human resources Head will help the spouse:
 - Identify how to obtain authorization for work permit if necessary
 - Identify employment agencies that can facilitate job search
 - Gather information and identify contacts regarding continuing education opportunities.
23. If a staff member resigns voluntarily, Host affiliate will provide a business economy airfare to the home country for staff member and family and Shipment of household goods to the home country. No other benefits, such as temporary living expenses, will be provided. They must return to the home country within 30 days of the end of the notice period, to be eligible for payment of airfares and shipping of household goods.
24. If the contract of the staff member is terminated for reasons other than "due cause", the same benefits will be paid as for "Repatriation".
25. If the staff member resigns during the first year of the assignment or is terminated for due cause, the staff member will be responsible for reimbursing the Company a pro-rated amount of all relocation expenditure.
26. If a staff member dies whilst on Long Term Assignment, Host affiliate will reimburse the next of kin or the estate for all reasonable expenses incurred in excess of those that you normally occur had death been in the home country, including the return of the deceased for internment in the home country and moving expenses for family members and household goods back to the home country.

8.11.4 Procedure

1. For further guidance on this policy, refer to the Ecobank Transnational Incorporated (ETI) Mobility Policy.

8.12 TRANSFERS OF INTERNATIONAL EMPLOYEES

8.12.1 Policy Statement

A Group Staff is on regional/international transfer when asked to assume responsibilities in a country other than his/her home country/country of initial assignment. This would generally involve the application and transfer of skills and expertise in an executive role with broad impact.

To ensure smooth transition, Ecobank Transnational Incorporated (ETI) shall provide consistent arrangements as defined below to minimize personal and financial disruption, enabling the executive focus on his/her new business role and to make a contribution in his/her new environment as quickly as possible. All the employee's costs during the assignment period are borne by the host affiliate.

8.12.2 Application

This policy applies to Group International Staff.

8.12.3 Policy Guideline

1. In recognition of the personal adjustments implied by a regional/international transfer-particularly in establishing the International staff and his/her family in a new country, Ecobank Transnational Incorporated (ETI) will provide a onetime Relocation Allowance of one (1) month basic salary. This allowance is intended to provide added support during this transition, beyond general moving, travel and related expenses, which are directly covered or reimbursed by Ecobank Transnational Incorporated (ETI). This allowance is not provided to seniors (Group Heads and Managing Directors for example) for whom all the costs relating to the relocation are borne by the company.
2. Each transferred International staff will generally be granted a one-week, pre-move trip to locate permanent housing, finalize any family-member schooling and make other arrangements prior to the resumption. Ecobank Transnational Incorporated (ETI) will reimburse costs of airfares or whatever means of transport (or purchase tickets), accommodations, car rental, the cost of meals and other temporary living costs during the pre-move trip. The International staff's spouse, if relocating may accompany on this trip.
3. Ecobank Transnational Incorporated (ETI) will cover the cost of air tickets as per the Ecobank Travel Policy and the travel expenses noted below, associated with the move to and from the assigned location for the International staff and any relocating dependant family members.
4. Ecobank will pay for temporary housing for the employee and family in the new location for a period of one (1) month. If a transferring International staff and any accompanying family members need to occupy temporary housing before permanent housing is available in the new location, Ecobank Transnational Incorporated (ETI) will reimburse the International staff for reasonable accommodation and for temporary storage expenses for a maximum period of 3 months.

5. The transportation of furniture and personal effects to a new location will be by the most inexpensive manner. Personal effects can be transported by sea, air, road, or a combination of these methods.
6. Ecobank Transnational Incorporated (ETI) will co-ordinate transportation services for furniture and personal effects. Generally the Bank will provide up to the cost of 20 foot container for transporting of personal effects for a staff without family and 40 foot container for a staff with family.
7. In line with the policy that Ecobank Transnational Incorporated (ETI) is a multi-lingual (English, French and Portuguese) organization, it is expected that Group Executives will have the required language proficiency in the business language of countries in which the Company operates. However as considered necessary, cultural training may be required for a transferring International staff prior to the move or upon arrival in the host country. Such cultural training might typically include a few days of instruction regarding conditions in the new location, social customs and manners, and business customs.
8. An International staff may be accompanied to the deployed location by his/her spouse and any immediate family members. Accommodation and travel arrangements will include accompanying family members.
9. Ecobank Transnational Incorporated (ETI) will pay or provide allowances for rental accommodations including cost of monthly utilities as determined from time to time as per the International Employee employment contract. Rental search services where available will be paid for by Ecobank Transnational Incorporated (ETI) up to 75% of the monthly rental cost while 25% will be at the charge of the International staff.
10. Ecobank Transnational Incorporated (ETI) will provide International staff with appropriate transportation, as determined by the employment contract of International Staff.
11. Ecobank Transnational Incorporated (ETI) will cover once every year the cost of home return air travel as per employment contract for every International staff and his/her accompanying spouse and dependent family members for each year of working in a foreign location after a minimum of three months on the foreign assignment. Where the family of the International staff is not resident with him at his foreign location, the family may visit the International staff at his foreign location. Otherwise the International staff may visit his family once every 3 months using his annual leave period for the visits in lieu of family visits.
12. Benefits programs (health insurance, profit sharing, retirement plans, etc.) will be maintained for International staff. Where a regional/international assignment requires an International staff to select a more expensive health insurance provider than the one provided by Ecobank Transnational Incorporated (ETI), or to pay increased out-of-pocket medical expenses, Host Country will cover this additional cost. If Group medical benefits will not extend to a particular location, Host Country will provide the affected employee with coverage similar to that offered by Ecobank in that country.
13. Each International staff will be entitled to the vacation time specified in their contract of employment. The national holidays of the host location will be observed.
14. Ecobank Transnational Incorporated (ETI) will reimburse International staff up to a limit for schooling costs, including tuition, Registration and Exams fees in the home or host country related to regular attendance up to tertiary level in respect of dependent children up to the limit specified in the employment contract.
15. In the event of a death or critical illness of an immediate family member in an International staff's home country, Ecobank Transnational Incorporated (ETI) will purchase tickets or reimburse the

International staff for Air ticket as specified in the Ecobank Transnational Incorporated (ETI) Travel Policy for any necessary trip back to the home country.

16. If an International staff or accompanying family member becomes seriously ill while on a foreign assignment, the best course of action (e.g. the appropriate treatment that is available in the host location or in a nearby country, or if the patient needs to be sent home) will be explored. If treatment outside the host country is recommended, Ecobank Transnational Incorporated (ETI) will cover the cost of air travel as per the Travel Policy (if this is not covered by medical insurance). There may be other medical situations where it may be necessary for the International staff and accompanying family members to return home. In these situations, Ecobank Transnational Incorporated (ETI) will cover the cost of the return air travel subject to the recommendation of the Group Human Resources Head and approval of the Group Chief Executive..
17. Ecobank Transnational Incorporated (ETI) will where possible provide (non-financial) support to accompanying spouses of International staff in pursuing opportunities for personal or career growth such as continuing education or cultural activities. To the extent possible, the host country Human Resources Head will also help the spouse:
 - Identify how to obtain authorization for work permit, if necessary.
 - Identify employment search agencies that can facilitate a job search.
 - Gather information and identify contacts regarding continuing education opportunities.
18. If an International staff resigns voluntarily, Ecobank Transnational Incorporated (ETI) will provide an Air Ticket as defined in the Ecobank Transnational Incorporated (ETI) Travel Policy to the home country for staff member and family and Shipment of household goods to the home country. No other benefits, such as temporary living expenses, will be provided. They must return to the home country within 30 days of the end of the notice period, to be eligible for payment of airfares and shipping of household goods.
19. If the contract of the International staff is terminated for reasons other than “due cause”, the same benefits will be paid as for “Repatriation”.
20. If the International staff resigns during the first year of the assignment or is terminated for due cause, the Executive will be responsible for reimbursing the Company a pro-rated amount of all relocation expenditures.
21. If a staff member dies whilst on assignment, Ecobank will reimburse the next of kin or the estate for all reasonable expenses incurred in excess of those that are normally occurred had death been in the home country, including the return of the deceased for internment in the home country and moving expenses for family members and household goods back to the home country.

8.12.4 Procedure

1. Further guidance and information of this policy can be obtained in the Ecobank Transnational Incorporated (ETI) Mobility Policy.

SECTION 9: TALENT MANAGEMENT

9.1 Talent Management at Ecobank Transnational Incorporated (ETI)

9.2 Succession Planning

9. TALENT MANAGEMENT

PHILOSOPHY

The purpose of the Talent Management Policy is to facilitate and promote the achievement of Company objectives through a process of identifying, attracting, nurturing and retaining talent across the Company. The objectives of the Talent management policy are to:

- Ensure that Ecobank Transnational Incorporated (ETI) attracts and retains high performing and committed talent which will enable it to achieve its strategic corporate objectives.
- Build commitment of staff through the provision of opportunities for them to develop their careers to meet their career aspirations.
- Ensure that critical positions and roles within the Bank are staffed with the right talent through a structured approach.
-
- Promote job fulfilment and development opportunities by providing meaningful and challenging assignments to all our employees across different businesses, functions and affiliates.
- Provide a fair and equitable transparent process to recognize and reward talent
- Encourage and enable our employees to acquire competencies that allow them to perform in their current and future roles.

DEFINITIONS

Talent Management: A robust process that provides a platform to identify employee potential and design specific and targeted development actions to develop employee capabilities. Talent Management includes but is not limited to Workforce Planning, Talent Assessment, Succession Planning, and Career Development.

Succession Planning: A robust process designed to ensure the continuous and sustainable performance of Ecobank, by assessing and providing a full view of the status of the organisational bench-strength and pipeline to deliver the business strategy. The process will provide the platform to make provision for the development, and retention of specific employees identified as successors to key positions.

Key Positions: Positions identified as being key positions across the group, in both front office and support functions, to actualising the Ecobank business strategy. These positions are indispensable to the Ecobank business processes.

Critical roles: Roles within a Business (Group and/or Affiliate level) that have the greatest impact on the Business performance and/or also present the most difficulty in recruiting.

Talent Pool: A database of identified employees with specific competencies who may be considered to fill key positions.

Talent Warehouse: A database of the identified external talent that would serve as a source of external talent acquisition.

Deep Reach: These are consistently strong performers, who have been identified as capable of senior and/or broader assignments with the proper development, mentoring, and training. Typically this individual shows capacity to assume a specific key position within the next 10 years.

Potential: The ability to quickly respond to diverse, intense, varied and adverse engagements

Learning agility: This is the ability and willingness to learn from experience and subsequently apply the learnings to perform under novel conditions. Learning agility is utilized in assessing potential.

Performance: This refers to an employee's performance track record over a period of 2-3 years. There are three levels of sustained performance:

- High: The employee consistently exceeds business targets (WHAT and HOW) over a period of 2 to 3 years;
- Medium: The employee consistently meets business targets (WHAT and HOW) over a period of 2 to 3 years
- Low: The employee consistently fails to meets business targets over a period of 2 to 3 years

Readiness: The degree to which the identified talent is prepared to take on new development challenges measured in 4 timeframes; Ready now; Ready in 12 to 24 months; Ready in 24 to 36 months; and Ready in 36+ months.

- Ready now: The identified potential successor has demonstrated a high level of capability across most, if not all, of the significant and critical dimensions of the role to immediately assume and perform the role successfully.
- Ready in 12 to 24 months: The identified potential successor has demonstrated some of the capabilities required for the role with the potential of a succession to the role in 12 to 24 months, if the necessary career steps and development interventions are undertaken.
- Ready in 24 to 36 months: The identified potential successor has demonstrated some of the capabilities required for the role with the potential of a succession to the role in 24 to 36 months, if the necessary career steps and development interventions are undertaken.
- Ready in 36+ months: The identified potential successor has demonstrated some of the capabilities required for the role with the potential of a succession to the role in 36+ months if the necessary career steps and development interventions are undertaken.

High Potential: employee who has a strong track record of performance, and consistently produces exceptional results and high performance ratings in almost everything he/she takes on; also demonstrates a high level of capability, and will excel across all the Ecobank and industry competencies including; (i) Future Focus; (ii) Drive to lead; (iii) performance orientation; (iv) strong strategic mind set; (v) strong intellectual capability, and a learning agility. The individual would have exhibited the potential to move into the next leadership position in 3 years.

High performer: is an employee who consistently produces exceptional results and high performance ratings in a defined but focused area; is capable of a lateral move and may be qualified for a broader role within the same profession.

9.1 TALENT MANAGEMENT AT ECOBANK TRANSNATIONAL INCORPORATED (ETI)

9.1.1 Policy Statement

Ecobank Transnational Incorporated (ETI) believes that an effective Integrated Talent Management approach (Performance Management, Talent Assessment, Succession Planning, Capabilities and Career Development) will accelerate sustainable business performance by providing a platform for Business Leaders to source, align, develop and retain the talent required to execute business strategy.

The Company is therefore committed to ensuring that staff are able to develop their potential to meet their own aspirations and enhance the value that Ecobank Transnational Incorporated (ETI) provides to clients. The Company is committed to creating an enabling, equitable, supportive, and stimulating working environment, which values and empowers its employees at all levels. Employee learning, training and development are an integral factor in achieving this commitment.

9.1.2 Application

This policy applies to all permanent and long fixed term (2 year and above) employees of Ecobank Transnational Incorporated (ETI).

9.1.3 Policy Guidelines

The Integrated Talent Management policy is aimed at facilitating the identification of the right Talent to be assigned to key positions at the right time to achieve corporate goals.

The following principles will be applied in implementing talent management at Ecobank:

1. The appointment of people to roles or positions in Ecobank will be based on fair, transparent and equitable processes.
2. Appointments into roles or positions will be executed in line with the Ecobank Succession Planning and Recruitment & Resourcing policies.
3. As far as possible the assessment of people's suitability and potential to fill specific roles or positions will be based on objective measurements of Sustained Performance, Potential and their Readiness level.
4. All employees will have Personal Development Plans which aim at enhancing performance in their current role as well as preparing them for possible future roles.
 - Learning interventions should not be restricted to formal training but will be broadened to include the following :Exposure to a variety of roles, projects and assignments within the Company
 - Cross functional or cross business experience

- Mentoring and coaching
 - Leadership and Personal development
5. Formal processes will be applied to ensure there is consistency in evaluating potential and providing staff with feedback on career development options.
 6. Each member of staff will have a formal career discussion with their Manager at least once per year to align personal aspirations with Corporates goals.
 7. Specific attention will be paid to the attraction, development and retention of qualified and talented people.
 8. Each employee would be encouraged to take responsibility for their own career development.

9.1.3.1 Roles and Responsibilities

1. The Group Executive Committee' role is to :
 - Set long term strategic Talent priorities in line with the Ecobank Business strategy
 - Communicate these talent priorities to the Businesses to align their Talent priorities
2. Line Managers are responsible for the following:
 - Creating a culture that values diversity and encourages the attraction of Talent
 - Evaluating the performance of employees on an ongoing basis and providing them with a regular feedback and coaching Encourage employees to take ownership of their personal development through the systematic use of tools and processes provided by the Company.
3. As custodians of the integrated Talent Management process and tools, the HR function has the following responsibilities :
 - Ensuring the implementation and maintain the integrity of the overall Integrated Talent Management process.
 - Professional input to decision making.
 - Update the Business Talent Management database and provide information on individuals to Line managers and Business Leaders.
 - Evaluate the overall talent situation of the Business and make recommendations to address identified gaps and risks.
 - Ensure that employees and line managers are trained to fulfill their roles in the overall Talent Management process
 - Provide professional development counselling to employees where required and advise line managers and business leaders on decision making on actions arising from the Talent Management Process
4. Employees have the responsibility to:
 - Drive their personal development by identifying opportunities to improve their skills
 - Embrace learning opportunities provided by the company
 - Identifying external opportunities to support their personal professional development by joining professional associations, attending seminars, etc....
5. The Role of the Group Talent Manager is to :
 - Own and drive the Group-wide Talent Management process

- Ensure effective coordination between Businesses and Affiliates, as well as the “roll up” of all discussions and actions plans.
- Track and report on the progress of action items arising from the Talent Management process.

9.1.4 Procedure and Cycle Process Steps

The Integrated Talent Management process encompasses Performance Evaluation, Talent Assessment and Succession Planning processes with the execution and tracking of resulting development actions. It consists of the following ten (10) steps:

1. Performance Evaluation: The Ecobank Performance Management system sets the guiding principles and the rules of the Performance Evaluation approach. Performance ratings are one of the key inputs into the Integrated Talent Management approach. Performance data is captured into each employee Individual Development Plan and will be used to determine the employee Sustained Performance level.
2. Create an Individual Development Plan: An Individual Development Plan (IDP) would guide the Line manager's career and development discussions with employees. The employee would be responsible for creating and initiating the subsequent discussions.
3. Talent Assessment: This is the systematic and periodic evaluation of employees Sustained Performance and Potential. It would be carried out by Business Leaders with the support of their respective Human Resources Business partners
4. Assign Talent Category: The objective is to identify the appropriate management action required to develop employees. It is the responsibility of each Line manager to identify and assign each employee to the right talent category.
5. Talent Review: The Talent review is a forum consisting of Line managers and facilitated by Human Resources Business Partner to identify and align on employees Talent categories and Succession plans.
6. Succession Planning: This is a robust process designed to ensure the continuous and sustainable performance of Bank by assessing and providing a full view of the status of the organizational bench-strength and pipeline to deliver the business strategy.
7. Develop action plans: Development interventions would be designed using the principle of 10 (classroom training), 20 (relationship, coaching, mentoring) and 70 (on the job learning, exposure, short term assignment, project management) approach.
8. Provide feedback to employees on action plans: The objective is to create engagement and ownership from the employee to execute the identified development interventions. The Line manager would provide feedback to the employee after the Talent review process on possible next career development over the next 2 to 3 years and required development actions. The feedback would be shared during the update of the Individual Development Plan discussion.
9. Update and maintain the Individual Development Plan: The primary purpose is to help employee set short and long-term development goals, as well as improve on current job performance. The Individual Development Plan is a partnership between the employee and the Line manager. It involves preparation and continuous feedback.
10. Execute and follow up the agreed actions plans: The Individual Development Plan will serve as principal source of information for the Learning & Development team to collect development needs for further actions. The line managers would retain overall responsibility for the execution of agreed action plans.

9.1.5 Talent Management and Other Human Resources Processes

1. The Ecobank Performance Management (EPM)

- The Ecobank Performance Management supplies inputs for the Talent Management process such as employee's Sustained Performance as well as the employee's ability to succeed within the defined Ecobank Leadership Model.
- The development interventions from the Talent Management process are executed to improve and sustain the employee's performance in a short to long term.

2. Rewards cycle

The integration between the Talent Management process and the rewards policy are translated into the following process:

- Promotion (Succession Planning)
- Salary review (Ecobank Performance Management system)
- Short Term incentive (Ecobank Performance Management system)
- Long term incentive Plan (Succession Planning)

3. Learning & Development processes

Learning and Development will assist the Line managers and their Human Resources Business Partners in executing development interventions by ensuring that:

- Development interventions are SMART – Specific, Measureable, Assignable, Realistic and Time bound.
- A process is in place to measure and evaluate the impact of the development interventions.

9.2 SUCCESSION PLANNING

9.2.1 Policy Statement

Ecobank believes that a structured approach to succession planning should be adopted to ensure an internal pipeline of competent employees who can take up key positions when the need arises.

9.2.2 Policy Guidelines

1. Succession planning will be done to ensure that talented employees are identified early and proactively trained, developed and prepared for key and leadership roles within the Group. This will provide for smooth and effective continuity of business whenever vacancies occur.
2. Succession planning ensures that the business is fully prepared for planned and unplanned staff exits and does not become over-dependent on the need to find new and untested staff.
3. HR shall develop criteria for identifying backups and successors to all critical and leadership positions.
4. Each position may have more than one successor in each category.
5. All employees with a demonstrated potential to master the competencies required for any key position within a reasonable time should be considered and developed for succession.
6. If no employee is available within the Group as potential successor for a specific key position, the following considerations should be given:
 - Select and appoint a suitable and qualified candidate from external sources (using the Ecobank Talent warehouse)
 - Accelerate the development of a “deep reach” potential successor by immediate move or rotation into a role that will support immediate and accelerated development for the key position.
7. We would utilize the succession planning process to promote gender diversity within Ecobank by:
 - Ensuring that each succession plan includes at least one female employee.
 - In situations where the successors does not include a woman, the Business Leader would identify the most qualified woman for the role from the deep-reach candidate pool and put in place a plan to accelerate their development.
8. Business Leaders will complete succession planning for key roles within their Businesses, submit these plans for discussion with their respective Executives and thereafter, roll up to the GEC and Board.

Business Leaders should execute the outcomes/actions plans from the various succession planning forums to ensure consistent implementation of the agreed development plans.

Business Leaders will discuss the progress made on succession planning in a specifically designated Group Executive Committee meeting dedicated to succession planning to be held twice per year.

9.2.3 Procedure

The succession planning process at ETI will consist of the following two categories:

- Succession Planning process for the Group Chief Executive Officer (GCEO)
- Succession Planning process for Business Leaders, and Critical Positions

1. The succession planning Process – GCEO

1.1 In the event of Emergency

- The Group Chief Executive Officer shall not operate without a plan for emergency management succession approved by the Board of directors
- Accordingly, the Group Chief Executive Officer shall propose and the board shall approve a “chain of command” to be used at any time the Group Chief Executive is unable to serve (planned or emergency absence).

1.2 Due Process for GCEO Succession

- The Group Head, Human Resources with the GEC or an Executive designated by the GEC shall annually conduct an organizational assessment in line with the Ecobank Leadership Framework, of all Executives, Affiliate MDs and business leaders to identify internal resources to be selected as potential candidates for the position of GCEO.
- The Human Resources department shall compile the individual assessment results, aggregate them by readiness level and submit to the Board Committee on Strategy and Corporate Governance.
- The Board committee shall identify a short list of candidates from the list, which shall then be approved by the Board.
- The Board committee may if it so chooses, interview all or some of the candidates on the list before preparing a short list.
- The identified successors shall be prepared through various development interventions, including, but not limited to; executive development, business exposure, coaching and personal development to ensure that at least one of them could be a candidate for the GCEO position if and when required.

1.3 Procedure for Succession

- At least 6 months before the departure of the incumbent GCEO, a replacement shall be appointed by the Board.
- The six month period shall be utilized to ensure a smooth hand over.
- If required, or in the event of an emergency, the process will be accelerated.

2. The succession planning Process – Key Positions and Critical Roles

The succession planning process for other key positions consists of the following six steps:

2.1 Step 1: Identify key positions

- The following roles have been defined as key positions within ETI:
 - I. Group Executive Committee roles
 - II. Group Business Leadership roles
 - III. Critical Roles
 - IV. Affiliate Specific (Leadership and Critical) roles
- Business Leaders are responsible for identifying critical roles within their Businesses, with the assistance of their respective Human Resources Business Partners.

2.2 Step 2: Identify competencies for key positions

- The Board, Executives and Business Leaders are responsible for identifying competencies for key positions as indicated below:
 - The Board to identify key competencies for the GCEO role
 - The Board and the GCEO to identify key competencies for the Group Executive Committee roles, and respective key positions reporting directly to the GCEO.
 - The Group Executive Committee to identify key competencies for the Business Leaders and Affiliate MD roles.
 - The Group Business Leaders to identify key competencies for the Business critical roles and Affiliate business leadership roles, who will do same for country critical roles and other key roles.

This should be done in coordination with the Matrix business partners.

- The Group Talent Manager and the Human Resource Business Partners to draw-up or revise job profiles for the identified key positions. These job profiles should cover the main areas of responsibilities and the necessary task requirements (knowledge, skills and personal attributes).

2.3 Step 3: Identify and assess employees for inclusion in the talent pool

- The Business leaders with the assistance of their respective Human Resources Business Partners will assess candidates identified for succession planning by applying the relevant talent assessment tools. The candidates would be assessed along three dimensions: (i) Potential; (ii) Performance and; (iii) Readiness.

2.4 Step 4: Discuss succession plans with Board and Executives

- The Affiliate Executive Committee will discuss succession planning for country key positions. The Affiliate succession planning will be validated at cluster level by the Cluster Executive Committee.
- The Cluster Executive Committee will align with the Business leaders at Group level to ensure alignment and consistency on the succession planning list and actions for cluster key positions.
- At the Group level, each Business leader will review and validate (previously aligned with the Cluster Executive Committee) a succession planning list and actions with their respective Executives.
- The Group Executive Committee will discuss and validate the succession planning list and actions for Business Leaders.
- The GCEO will discuss and validate the succession planning list for all key positions and critical roles across the group with the Board Governance Committee, and thereafter a validated report to the overall Board.

2.5 Step 5: Grow and develop identified candidates in talent pool

- Executives and Business Leaders in consultation with their respective Human Resources Business Partners to compile individual training and development plans in accordance with the Group Talent Management policy and manage the talent pool accordingly.

2.6

Step 6: Identify a suitable candidate when a key position becomes available

- The recruitment and selection of employees to be considered for placements in key positions will be processed in accordance with the Recruitment and Resourcing policy.
- In the event that there are multiple Ready Now successors for a key position, each successor will be interviewed for the key position.
- In the event that there is no ready candidate the provisions of the Group Recruitment and Resourcing policy will apply.

9.2.4. Roles and Responsibilities

1. Business Leaders: Are responsible for the overall initiation and implementation of succession planning in their respective Businesses. They will be responsible for succession planning issues pertaining to the respective heads of department positions and other key positions.
2. Group Head, Human Resources: The Group Head, Human Resources will have overall ownership of the succession planning process at Ecobank Group.
3. Group Talent Manager: The Group Talent Manager will have coordination responsibility for the succession planning process across the group. He/She will ensure effective coordination between businesses and affiliates, as well as the “roll up” of all discussions and actions plans. The Group Talent Manager will also track and report on the progress of action items arising from succession planning.
4. Human Resource Business Partners: The Human Resource Business Partners will facilitate succession planning discussions and provide advisory support and assistance at the succession planning forums and meetings within their respective Businesses.

SECTION 10: COMPENSATION & BENEFITS

- 10.1 Compensation**
- 10.2 Salary Payments**
- 10.3 Salary Increases/Adjustments**
- 10.4 Salary Advances**
- 10.5 Overtime Payment**
- 10.6 Benefits Program**
- 10.7 Reward & Recognition**
- 10.8 End of Service Payments**

10. COMPENSATION & BENEFITS

PHILOSOPHY

The Company is committed to a total compensation policy that supports the goal of recruiting and retaining top talent. The policy is designed to be fair as well as internally equitable and externally competitive.

Ecobank Transnational Incorporated (ETI)'s objective is to offer a total compensation program that is competitive and supportive of its business objectives. The purpose of Ecobank's compensation policy is to attract, retain and motivate employees to constantly exceed their goals.

Ecobank Transnational Incorporated (ETI) is committed to rewarding each employee based on their good performance and individual contribution to the success of the Bank and to ensure that the employee's total compensation is competitive in the relevant market place.

The Company pays salaries consistent with qualifications, position, and job performance and comparable to rates being paid for similar work in the local market.

10.1 COMPENSATION

10.1.1 Policy Statement

Ecobank Transnational Incorporated (ETI)'s compensation policy is linked to the performance of Ecobank Transnational Incorporated (ETI) as a whole, that of the Function/Business in which employees work, the individual performance of each employee, and the ability to pay for the total compensation program. Ecobank's compensation policy adheres to the following principles:

- Based on a total compensation approach
- Driven by business strategy, position & direction
- Aligned with other HR programs and corporate initiatives
- Reflects organizational values and culture
- Strictly performance-related
- Competitive, and aligned to best practice
- Consistent and Explainable

10.1.2 Policy Guidelines

1. Compensation Structure : Ecobank Transnational Incorporated (ETI)'s compensation structure comprises the following main components:

- Base Salary
- Cash Allowances
- Benefits
- Cash Bonus
- Stock/Share Scheme – Bonus & Option
- Variable incentive payments

The Group Human Resources and the Board shall review and approve Employee Compensation Structure in the context of the market.

2. Job Level/Grade and Career Level

Within the compensation structure, every job is assigned a level/grade that considers the job responsibility, complexity, experience, knowledge required and people management responsibility. These factors determine the level of the job.

Ecobank Transnational Incorporated (ETI) shall assign a pay grade to all jobs for the purpose of determining appropriate compensation arrangements of the position holders.

The use of the pay grade shall be limited to compensation and remuneration matters and shall not impact authority and approval powers. Authority and approval powers shall be defined for each identified job position based on the responsibilities and accountabilities of the job.

The pay grade structure shall be defined for each classification of staff as follows :

Job Grade	Job Level	Career Path/Level
1	1	Support 1
		Assistant Officer
		Officer 1
2B	2	Assistant Officer
		Officer 1
		Officer 2
2A	3	Officer 1
		Officer 2
		Senior Officer
3C	4	Officer 2
		Senior Officer
		Assistant Manager
3B	5	Senior Officer
		Assistant Manager
		Deputy Manager
3A	6	Assistant Manager
		Deputy Manager

		Manager 1
4C	7	Deputy Manager
		Manager 1
		Manager 2
4B	8	Manager 1
		Manager 2
		Manager 3
4A	9	Manager 2
		Manager 3
		AVP1
5B	10	Manager 3
		AVP1
		AVP2
5A	11	AVP1
		AVP2
		VP1
6B	12	AVP2
		VP1
		VP2
6A	13	VP1
		VP2
		SVP1
7B	14	VP2
		SVP1
		SVP2
7A	15	SVP1
		SVP2
		EVP

3. Salary Ranges

The compensation/salary structure consists of a salary range for each job/grade level. The differences between the ranges recognize different levels of duties and responsibilities, which is reflected in different salary ranges pertaining to each job grade.

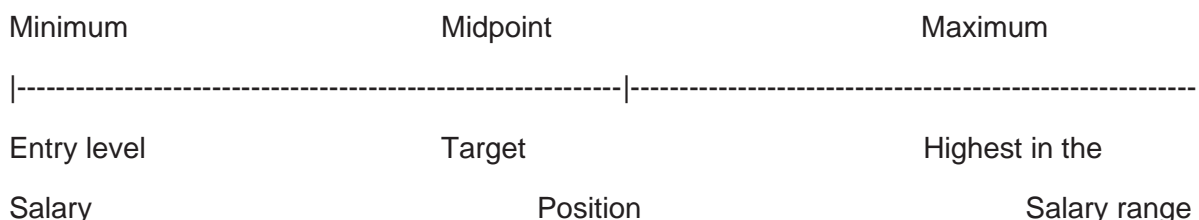
The salary ranges provide a scale related to the relative worth of each job in the Bank and are competitive, in the context of total compensation and business direction within the local market.

Each job grade/level has a salary range which has a minimum, mid-point and maximum that reflects the greater complexity of duties and responsibilities. Base Salaries and Role Based salary are administrated within the Ranges. The Range spread (gap between the minimum to maximum) provides an opportunity for an employee's salary to progress as they develop in their role over time. An employee's position in the range is determined by performance.

Minimum: The least that we would normally expect to pay for a job

Midpoint: The target Market position (expected value of the position for a fully experienced full performing employee)

Maximum: The Highest that we would expect to pay in the grade



The mid-point of the salary range is the reference against the market and we establish the minimum and maximum around this midpoint.

Individual salaries are determined by a combination of performance and where the salary is positioned within the range. Individuals who are new to the job or have been recently promoted will generally be compensated near the beginning of the range. Their salaries will move higher within the range as they gain more experience and have sustained performance.

Job responsibility and performance are key elements in determining employees compensation. The job responsibility will determine the grade at which an employee should be placed and the salary range will be applied accordingly. Employee performance in the job will determine “his future salary progression.”

4. Initial Salary :

Initial salaries e.g. for new hires are determined by taking into account the level of the job and the qualifications and experience that the incumbent brings to the role, as well as the typical rate of pay prevailing in the local market. Reference is also made to existing employees who are performing the same or similar jobs within the Bank.

10.1.3 Roles and Responsibilities

Rewarding people is a Management responsibility. Management makes decisions on Salary. All changes to the salary structure and the salary administration movements (Overall Increase Budget) require the prior approval of the Group Chief Executive Officer.

- It is the manager's responsibility to link reward to contribution in a fair, consistent and explainable manner. This means that managers are responsible for:
 - i. Communicating the overall business goals
 - ii. Agreeing business goals for their own area/unit/department
 - iii. Defining job roles and responsibilities for their people
 - iv. Setting annual performance objectives

- v. Monitoring performance against agreed goals and objectives
 - vi. Evaluating performance of their people
 - vii. Contributing for the determination of the salary of their staff
- The role of HR is to assist managers to recognize contribution and link market competitive pay to performance. Therefore it is HR's responsibility to provide:
 - i. Compensation policies which are aligned to business needs
 - ii. Policy guidelines & process documentation
 - iii. Advice to managers on compensation issues
 - iv. External data on best practices
 - v. Information on how much our competitors pay, to guide managers on market competitive salaries.
 - The role of the employee is to help managers with this process. Employees are responsible for:
 - i. Determining how they can most effectively contribute to the achievement of business goals
 - ii. Plan their own performance to meet the changing needs of the business
 - iii. Regularly assess their own performance against objectives
 - iv. Actively participate in the year-end performance assessment reviews with their manager—performance appraisal is a 2-way process.

Details of compensation to which an employee is entitled are normally set out in the letter of employment. Any changes will be communicated by letter or notice as appropriate.

Additional details on Ecobank Transnational Incorporated (ETI) Compensation can be found from the Group Compensation and Benefits Team.

10.2 SALARY PAYMENT

10.2.1 Policy Statement

It is the policy of Ecobank Transnational Incorporated (ETI) to pay employees in an accurate and timely manner after the necessary deductions have been made. It is the purpose of this policy to clarify how and when salaries are paid, and prescribe relevant payroll deductions. Employee's remuneration package is confidential and should not be discussed with other employees.

10.2.2 Policy Guidelines

1. To keep salaries equitable in relation to job requirements and responsibilities, the company has established and implemented a comprehensive job evaluations system. The purpose of job evaluation is to:
 - Ensure fair and equitable compensation in relation to job duties
 - Maintain a structure and process for determining levels of compensation
2. The pay period for all employees is monthly. Ecobank Transnational Incorporated (ETI) shall determine the date for salary payment with salaries being processed no later than the last working day of the month. In the event that the salary processing date falls on a non-work day or public holiday, payment will be made on the preceding work day.
3. Each employee is required to have a Bank account. ETI provides the possibility to each employee to provide a maximum of two (2) Bank account for the payment of their salaries. Net payments are sent directly to the Bank accounts of employees by electronic funds transfer (EFT).
4. Where an employee works for less than a full month, salary shall be paid pro-rata calculated on a number of days basis.
5. For employees on approved leave, their salary will be paid into their account in the normal manner.
6. For national employees on local terms contracts, the company is required to hold statutory deductions and relevant taxes from each employee's gross salary. Also, other deductions will be made from an employee's salary for benefits such as retirement contributions, advances, and other Company voluntary group schemes.
7. Employees should complete the necessary paperwork or inform HR in writing of those deductions they authorize at the beginning of their employment, or when they occur.
8. Each employee will receive a pay slip detailing earnings and deductions.

9. On permanent separation (resignation/dismissal) the last salary will be paid with the salary run of that month, on a pro-rata basis for the number of days worked.
10. Salary advances may be availed to employees to cater for emergency or personal problems.

10.2.3 Procedure

1. Employees should direct questions related to salary payments to the Group Payroll Officer.

10.3 SALARY INCREASES & ADJUSTMENTS

10.3.1 Policy Statement

An annual salary review procedure has been established for the purpose of rewarding good performance, for eliminating internal salary inequities, and for keeping pace with the market and industry norms. Refer to Compensation Policy above.

10.3.2 Application

This policy refers to permanent employees of Ecobank Transnational Incorporated (ETI).

10.3.3 Policy Guidelines

1. Annual salary reviews for permanent staff are undertaken to reward performance and to make any required salary adjustments. The review:
 - Rewards good performance
 - Eliminates internal inequities
 - Ensures that pay keeps pace with market and industry norms
 - Supports retention of top talent
 - Reflects any changes in responsibilities
2. The following factors are carefully considered in the merit review process:
 - The employee's performance
 - The Company's business growth performance i.e. what the Company can afford to pay in order to be market competitive
 - General economic trends
 - Comparable market salary rates
 - General inflationary rates.
3. All salaries are reviewed annually but employees are not automatically entitled to an increase. If there is an increase it shall be at the entire discretion of Ecobank Transnational Incorporated (ETI) and any variations will be notified in writing.
4. The Company may set a different review date each year to consider those employees who were put on Performance Improvement Plan and did not receive an increase with the rest of the staff due to poor performance reasons.

5. An equity adjustment may be instituted to an employee's base salary outside of the normal merit process. This is done to ensure salaries are commensurate with the duties, responsibilities and scope of an employee's position. Equity adjustments can be made under the following circumstances:
 - **Added Responsibility:** when an employee is given a substantial amount of additional responsibility (e. g higher level responsibility, supervisory responsibility, etc.) but is not enough to justify a higher job grade.
 - **Internal Equity :** employees who are performing the same job duties at a similar performance levels, but are paid substantially less than the average of their peers, OR, employees who are performing more difficult or complex job duties, but whose salaries are not correspondingly higher than those with less difficult or complex job duties.
 - **Market Risk:** in instances where market data indicates that certain specialized job classifications are demanding a higher salary and the Company is experiencing a high turnover in that position or risks losing key incumbents, a review of the salaries of the current incumbents may be appropriate.
6. The Company may award promotional increases to reflect the increased duties and responsibilities typically associated with a promotion.
7. At ETI, acting allowance/Incentive is not paid when an employee is requested to temporarily take on additional responsibilities of a higher job grade to support a specific business need over three or more months

10.3.4 Procedure

1. The annual merit review process for all employees will take place annually. Ad hoc salary increases during the year are discouraged.
2. Competitive Review / Salary Survey

Every year or at a frequency determined by the Company, a competitive review or a salary survey should be conducted to determine Ecobank Transnational Incorporated (ETI)'s market positioning and competitiveness, using as much as practicable the services of an independent consultant. The external consultant matches these positions with the other participants, collates this data and prepares a final report by position and/or by level. This report gives a clear idea of where ETI is positioned in terms of compensation compared to the market.

Competitive Salary Structure are set by the Group Human Resources Head. The Board of Directors shall review and approve the Employee Salary Structure.

Employee salaries may be reviewed annually to determine any merit increases in accordance with performance appraisal results based on the Balanced Score Card. The major factor that will affect the merit increase, if any, is the employee's individual performance.

3. Salary Increase Budget :

On yearly basis, a Target Increase Rate (TIR) for the entire Group will be defined by the Group Head of Human Resources, reviewed by the GEC and approved by the Board of Directors. This represents

the overall percentage that will be applied to the Base salary payroll costs for the following year and will be defined based on the company performance metrics (revenues, PBT, etc..).

Consideration should be given to the parameters below when defining the TIR amount:

- Merit Increases - for salary increases in relation to individual performance against objectives and in relation to position in range and potential
- Market Adjustments - for special adjustments against the market (if applicable)
- Promotions - money budgeted for salary increases for promotion to higher levels

Once final approval is received for the TIR, individual increase recommendations are developed for all eligible staff within the overall salary increase budget.

4. Salary Increase Matrix :

The Company will define a salary increase matrix which will determine individual increase recommendations depending on its approved increase budget for the year. The underlying principle of this matrix is as following:

- High performers receive greater increases e.g. rating 5 will receive more than rating 4 or 3
- Employees positioned lower in their salary range receive greater increases than those positioned higher in the salary range e.g. those nearer minimum receive more than those nearer the maximum of the range

The final matrix is reviewed and approved by Group Executive Committee (GEC) on recommendation of Group Human resources.

Individual increases are awarded to employees based on the matrix, on recommendation from the various Business/Function heads, and approval of the Group Executive Officer.

5. Salary Increases :

Each year, individual goals and targets are set in line with the overall plan for the business/Function.. Goals are agreed with managers at the start of the year and formally measured at the end of the year. The result of this process is an evaluation of the employee's performance through a formal process at the end of the year, to review and discuss achievement against goals (performance appraisal). The process works most effectively when both employees and their managers have a clear understanding and agreement on goals and achievements.

The performance of the employee should be evaluated and measured in terms of the following overall rates (refer to the Performance Management Policy for more details):

- i. Rating 5 – Far Exceed Expectations
- ii. Rating 4 – Exceed Expectations
- iii. Rating 3 – Achieve Expectations
- iv. Rating 2 – Partially Meet Expectations
- v. Rating 1 – Not Meet Expectations

Individual salary increases are determined based on the overall Increase Budget approved for ETI, employees' performance and also their position in the salary range. This approach helps to distribute the increase budget in a logical way that favors the higher performers who have not yet reached the target salary position. It is still possible to receive salary increases for those who are above target if their performance continues to meet or exceed expectations. Generally speaking, the better the performance, the better the increase.

The Group Compensation and Benefits Team will prepare draft salary increases files for each unit based on the approved increase matrix and individual performance and submit to the review of Business and Functions Heads.

Business and Functions Heads review the proposals from Group Compensation and Benefits Team with their HR Business Partners and do any necessary adjustments. Recommendations for promotions should also be included during the review process. The principles below should guide this review :

- i. In principle an employee may not be paid more than the maximum of the range. The fact that an employee is in excess of the maximum of his/her salary range does not mean the employee is entitled to move to the next job grade and/or Career Level. Possibilities of expanding the employee's job scope and responsibilities may be discussed by Group Business/Function Heads & Group Human Resources.
 - ii. If pay is below the minimum of the range a plan may be developed to provide accelerated increases until pay is within the ranges (Refer to Promotion Policy).
 - iii. Weaker performers rated '2' and '1' are unlikely to receive an increase until their performance and contribution improves. The aim is to encourage the employees to strive harder to perform better and often exceed the requirements of the job thereby improving their performance rating.
- Reviewed files are sent back to Compensation and Benefits Team for consolidation and discussion by the Group Head HR and GCEO.
 - Files reviewed and approved by the GCEO are sent back to the business/function heads with related individual letters to be signed by them and to be notified to each employee.
 - Copies of the individual letters are sent back to Group HR for filing in each employees personal file.
 - Group Payroll implement the increase in the monthly payroll.

10.4 SALARY ADVANCES

10.4.1 Policy Statement

The Company recognizes that employees may fall into difficult situation at times and the Company may consider granting an employee a salary advance.

10.4.2 Application

This policy applies to all employees including contracted and those on probation.

10.4.3 Policy Guidelines

1. Employees can only apply for a salary advance of up to 50% of their net Base salary.
2. The Salary advances must be repaid at the end of each month.
3. No advance will be given to an employee who has outstanding advances.

10.4.4 Procedure

1. Employees are required to make a formal request in writing and have it approved by the HR Services and Group Finance.
2. Approved form is sent to Operations for payment into staff account.

10.5 BENEFITS PROGRAM

10.5.1 Policy Statement

The Company recognizes the importance of providing employees with the security and protection of coverage against unforeseen and significant expenses. Ecobank Transnational Incorporated seeks to ensure that the benefits arrangements for its employees are fair and provide adequate protection for current and retiring employees. As part of the Company's compensation package, the benefits program has been designed to provide employees with benefits that are competitive based on market practice in order to attract and retain talent.

10.5.2 Application

This policy applies to all permanent employees.

10.5.3 Policy Guidelines

1. Benefits available are determined by the employee's classification in the Company. However internal equity will be taken into consideration in the administration of benefits.
2. The Company's benefits program is designed to:
 - Attract and motivate employees
 - Improve employee work satisfaction
 - Improve the quality of work and personal lives of employees
 - Meet employee health and security requirements
 - Provide employees' rest and renewal
 - Provide a means for retirement savings
3. All permanent employees (employees who have successfully completed their probation period) are eligible for all qualifying company benefits in accordance with the specific rules of each benefit.
4. Benefits will continue at the Company's discretion and the Company reserves the right to amend any of its benefit programs at any time.
5. Benefits program is updated and communicated when necessary. It is the responsibility of the employee to review benefits information and make appropriate personal choices on the benefits available to him/her.
6. Benefits offered by Ecobank Transnational Incorporated include but not limited to:

- Medical Insurance
- Pension or retirement benefits
- Group Life Insurance scheme
- Work, Injuries Benefits
- Gratuity
- Subsidized Employee Loans
- Employee Loans at Commercial Rates
- Salary Advances
- Bonus Scheme
- Employee Share Ownership Scheme
- Employee Asset Acquisition Scheme
- Different types of Leave programs
- Learning and Education Assistance
- Various benefit programs for Group Executives

10.5.4 Medical Insurance

1. The Company shall pay medical expenses of an employee, legal spouse and children (Biological or legally adopted) below 21 years up to a limit of four children up to the age of 21 under the Company Medical Scheme up to the maximum prescribed for each grade.
2. The Ecobank Transnational Incorporated (ETI) medical plan helps to pay for a wide variety of medical expenses, provided that employees meet the eligibility requirements. These expenses shall be deemed to include:
 - All surgical and hospitalisation expenses including anaesthetist's fees, X-ray and X-ray treatment, and any post-operation nursing;
 - The cost of examination, filling, banding, scaling of teeth;
 - The cost of examination of eyes and provision of lenses only if recommended by a qualified doctor and
 - The cost of drugs prescribed by an Ecobank Transnational Incorporated (ETI) appointed doctor or, in emergency cases, by a qualified doctor.
3. In order to be enrolled on the medical scheme, employees must complete an **enrolment form** and return it to the Human Resources Department.
4. All changes in family status must be notified to the Human Resources Department as soon as possible so that the Medical Insurance Company may be informed upon completion of the enrolment form by the employee. Change in family status includes the following:
 - Marriage
 - Birth or Adoption
 - Legal separation / Divorce
 - Death of spouse or dependent child

It is the employee's responsibility to promptly update enrolments and deletions of any dependant(s).

5. Medical expenses will be reimbursed to the total amount on each bill subject to an aggregate limit defined for each level, and the expenditure charged against employee's medical entitlement.
6. More details are available in the summary document posted on Intranet.

10.5.5 Pension Plan

1. The Company maintains a contributory pension scheme to provide retirement security for employees. This pension plan provides a life time annuity for employees who retire under the provisions for retirement or who leave the company under the conditions stipulated in the rules of the plan.
2. Membership of the pension scheme is not mandatory. It is however, the employee's obligation to complete the pension registration form where required. The employee is deemed to register for pension on the date of submission of duly completed forms and in line with the terms of the group pension plan.
3. Individual employees may choose to pay more than the required contribution to the pension scheme.
4. The monthly annuity employees receive at retirement is determined based on years of participation, the conditions of the administering pension plan provider and any applicable laws/regulations.
5. More details are available in the Ecobank Group Pension Plan document posted on Intranet.

10.5.6 Life Insurance

1. Ecobank Transnational Incorporated (ETI) provides a comprehensive insurance program for all employees.
2. Under the insurance program all employees are covered by a Life Insurance scheme which provides a lump sum benefit in accordance with the terms and conditions of the insurance policy in place at the time of death. This amount is paid to the employee's dependants in the event of death.
3. Cover is also provided under the Personal Accident Insurance Scheme in the case of incapacity arising from accident.
4. The details of life and accident insurance are available with Group Insurance or in the summary document posted on Intranet.

10.5.7 Subsidised Employee Loans

1. Personal loans at a subsidised interest rate are available to all permanent employees after one year of employment. Exceptions to this eligibility criteria will be approved by the Business Head and the

Group Head of Human Resources. Such exceptions may be granted in case of recruitment for some scarce resources who would like the Company to buy their loans from a previous employer.

2. The amount available to borrow and the repayment period shall be based on employee grade and eligibility.
3. Mortgage loans are provided at any Ecobank affiliate or any other commercial Bank's discretion and may be subject to review from time to time.
4. The approved repayment schedule will be strictly adhered to, and the employee's monthly salary will be debited with the principal, interest and taxes on a monthly basis for loans taken at the level of ETI or deducted directly by the Ecobank affiliate or the commercial Bank from the salary paid into the staff account.
5. It is not Company policy to maintain loans of departing employees, therefore such employees will be required to liquidate their outstanding loans before departing. Extending such loans will be at the sole discretion of the Company and the Ecobank Affiliate, and they reserve the right to amend the preferential terms (interest rate, tenure) previously approved.
6. Employees on secondment will not take loans in the host affiliate without the prior approval of their home country (ETI). Human Resources Services will liaise with home country Human Resources Department to ensure that the debt ratio and other conditions of eligibility are taken into consideration before granting the loan.
7. More details are available in the Staff Loan Policy document posted on Intranet.

10.5.8 Employee Loans at Commercial Rates

1. Employees may obtain Bank credit at commercial rates in any member of the Group banking network or any other bank.
2. On application and at the discretion of the Bank Management, Ecobank affiliate or any other Bank may grant credit at commercial rates to an ETI employee. Such lending will be subject to a limit of total deductions (on all lending) as a percentage of monthly take home pay of the employee as determined by the Bank granting the loan.
3. Employee loans at commercial rates shall be subject to other conditions as may be determined by Management of the affiliate granting the loan.
4. ETI will not approve any commercial loans. Its role will be limited to provide employee with the required documentation usually requested from any other employer, such as standing salary transfer order, Employment attestation, etc.....

10.5.9 Bonus scheme

1. The Company pays qualifying employees bonus based on individual and organizational performance. The bonus to be shared is related to achievement of individual and organization's

targets and profitability levels of the entire organization. The terms of the Bonus scheme shall be determined by the Group from time to time.

2. Bonuses will normally be paid in cash. In the case of Group Executives and Management employees entitled to bonuses, this may be paid in cash or in shares of the parent company, at the company's discretion.
3. An employee whose employment terminates voluntarily or involuntary prior to the payment of the bonus awards will not be eligible to receive the bonus award.

However, in some specific cases where employee's employment is terminated involuntarily during the calendar year, or prior to payment of the bonus, Company may decide at its own absolute discretion whether a bonus payment can be made considering specifics of the termination.

4. Ecobank Transnational Incorporated (ETI) reserves the right, at its absolute discretion, to terminate the scheme at any time or to alter the terms and conditions under which the bonus award will be paid. Such discretion may be exercised any time before, during, and after the bonus year is completed. No employee shall have any vested right to receive any bonus hereunder until actual delivery of such bonus.

5. The Bonus allocation and payment process is as follows :

- Each year, individual goals and targets are set in line with the overall plan for the business/Function and employees' performance evaluated and measured at the end of the year.
- Individual Bonuses are determined based on the overall Bonus envelop approved by the Board of Directors for ETI. Once approved, the Group Compensation and Benefits Team will prepare draft Bonus allocations for each Unit according to the Company approved Bonus Matrix/Scheme and submit to the review of Business and Functions Heads.
- Business and Functions Heads review the proposals from Group Compensation and Benefits Team with their HR Business Partners and do any necessary adjustments and justifications.
- Reviewed files are sent back to Compensation and Benefits Team for consolidation and discussion by the Group Head HR and GCEO.
- Files reviewed and approved by the GCEO are sent back to the business/function heads with related individual Bonus letters to be signed by them and to be notified to each employee.
- Copies of the individual letters are sent back to Group HR for filing in each employee's personal file.
- Group Payroll implements and pays the Bonus in each employee bank account.

6. More details on the Bonus scheme and computation are available at the level of Group Compensation and Benefits Team.

10.5.10 Employee Share Ownership scheme

1. Ecobank Transnational Incorporated (ETI) may put in place an employee share ownership scheme for eligible employees, the terms of which shall be determined by the Group.
2. A percentage of the Capital to be determined by the Group may be made available under the Ecobank Transnational Incorporated (ETI) Employee Share Ownership Scheme. Any unissued portion of such shares may be issued to employees until the said percentage is attained.
3. Employee share options shall not exceed 10% of the Ecobank shares available under the Ecobank Share Ownership Scheme.
4. More details on the Ecobank Share Scheme are available at the level of Group HR Department.

10.5.11 Employee Asset Acquisition scheme

1. Employees shall be eligible to acquire at a nominal cost company assets provided for their use after a pre- defined period.
2. Company assets include motor vehicles and household furniture provided as benefits for eligible Management employees and Group Executives.
3. Such Assets shall be replaced one year after full depreciation. The employee shall then be eligible to acquire the fully depreciated assets at a nominal value, one year after depreciation.
4. The current purchase nominal value is 10% of the purchase price of the bank asset. The company reserves the right to change this value at any time.
5. In the event of a termination of employment contract, the employee can request to purchase Bank assets currently used by them and not yet fully depreciated. The company at its own discretion can accept or decline such request.
6. If the request is accepted, employee should purchase the items at the current Net Book Value (NBV) as at the last date of work and make payment directly into the Bank Account or authorise that the corresponding amount be deducted from his final entitlements.
7. Once paid, HR Services will liaise with ETI Finance to remove the purchased items from the Bank's Books and then issue a "Transfer of Ownership Certificate" to staff..

10.5.12 Other Group Staff and Executives Benefits

1. Group Staff and Executives shall be entitled to receive as part of their compensation additional benefits and entitlements as determined by the Group Office irrespective of their location of employment.
2. The current Compensation structure of Group Staff and Executives shall include benefits and entitlements specified by grade and indicated in individual employment contracts as follows:
 - Accommodation (including house rental, furnishings & Fittings, utilities).
 - Home Maintenance and Repairs (for Managing Directors and Executives)
 - Domestic and Security Guards
 - Transportation – Fuel and Driver
 - Home Leave for employees – spouse and children (Biological or legally adopted) below 21 years up to a limit of four children per annum.
 - Vacation Tickets for self and spouse (for Managing Directors and Executives)
 - Education subsidy covering tuition, registration, exams and boarding fees and all other school related items as invoiced by the School for dependent children (Biological or legally adopted) below 21 years up to a limit of four children per calendar year.
 - Home and mobile Phone (for Managing Directors and Executives)
 - Home Cable and Internet access
 - Cost of living allowance*
 - Supplementary allowances as determined by host affiliates*
 - Professional and social membership

The details of compensation and benefits for Group Staff and Executives (including Managing Directors) are available in the Benefits Scheme with Group HR.

** Applicable to those (Local Employees) on regional transfer.*

10.5.13 Procedure

1. Further information on the benefits programs at Ecobank Transnational Incorporated (ETI) is available from the Human Resources office.

10.6 REWARD & RECOGNITION

10.6.1 Policy Statement

Ecobank Transnational Incorporated (ETI) understands the importance of providing reward and recognition programs that are fair, equitable, value Employee performance, support business objectives and are competitive in the marketplace. Reward and recognition programs include both monetary and Non-Monetary Rewards. This policy provides the guiding principles and philosophy behind the Company's reward and recognition programs which include Base Pay, Short-Term Incentives, Long-Term Incentives, other monetary and Non-Monetary Rewards, as well as Benefits programs.

10.6.2 Application

This policy applies to all employees of the Company but may differentiate between different employment types such as regular (permanent) employee and fixed term employee. Only certain employees are entitled to participate in the reward and recognition programs as provided for in this policy.

10.6.3 Policy Guidelines

1. The Company supports the differentiation of Base Pay between employees who are in similar positions to recognize differences in performance levels.
2. This philosophy also provides employees with an opportunity to participate in the Company's success through Short and Long-Term Incentive programs such as bonuses and employee share ownership schemes.
3. The Company's discretionary Annual Incentive Bonus is designed to reward permanent employees with cash bonuses, based on the financial, strategic and operating performance of the Company along with individual contribution and level of performance as defined in the Bonus Scheme Policy above.
4. The Company may also provide cash awards designed to recognize Regular employees' contributions to the Company's success. These cash awards include recognition awards to individuals and/or teams of employees who make significant contributions, beyond their regular job requirements, to achieve desired outcomes.
5. In addition, referral bonuses are paid to Employees who refer a successful applicant for an eligible position as per the Employee Referral Policy above.

6. The Company provides access to competitive Benefits plans designed to help employees protect their health and the health of their dependents, and to provide financial security in the event of death and income replacement in the event of disability.
7. To help employees prepare for the future, the Company provides a competitive Pension Program that are designed to contribute to employees' long-term financial security and Savings Plans that are designed to provide employees with an opportunity to save for the future.
8. The Company also formally acknowledges contributions of individual employees or team for exceptional contribution and giving out awards. Examples include awards for but not limited to:
 - Employee of the month
 - Employee of the year
 - Attendance
 - Safety
 - Customer Service
 - Outstanding Achievement
9. The Company will recognize all employees' loyalty and commitment to the company in recognition of long service to the Company. All permanent employees who serve the Company after 10,15, 20, 25, 30 and 35 years of service and above shall be awarded a certificate of long service and a cash award as per the below summary table.

Years of Service	10 years	15 years	20 years	25 years	30 years	35 years
Award Amount	1 month Base Salary	1.5 months Base Salary	2 months Base Salary	2.5 months Base Salary	3 months Base Salary	3,5 months Base Salary

10. An employee who retires from the Company after attaining the mandatory retirement age shall be awarded gifts as a good will gesture to be determined by Management from time to time.

10.6.4 Procedure

1. HR is responsible for ensuring that qualifying employees receive their special awards.
2. Awards are to be paid on the exact anniversary date (10, 15, 20, years, etc...). together with the monthly payroll of the said Month. The payment can also be done once annually for all the eligible employees of the said year.
The number of years of service in-between the years of awards (11, 16, 21, years, etc....) are not taken into consideration for this award. Henceforth, at the implementation of this policy, the payment will be due to only employees fulfilling the above condition (exact anniversary date for any of the period above) on the effective date of implementation of this policy.

10.7 END OF SERVICE PAYMENTS/GRATUITY

10.7.1 Policy Statement

Ecobank Transnational Incorporated (ETI) appreciates its employees who are leaving the company for one reason or another after putting in a substantial number of years and provides gratuity payment in appreciation for their long term employment with the company.

This policy is designed to provide guidelines for gratuity payments to employees and to give guidelines on how these payments are calculated.

Payments as prescribed by this policy, when due, are in addition to any other payments required to be paid by Ecobank in accordance with Ecobank Policy on cessation of employment and any contractual agreement.

10.7.2 Application

This policy applies to permanent employees.

10.7.3 Policy Guidelines

1. Only permanent employees are eligible for gratuity payment.
2. Gratuity is only payable on separation of employment for whatever cause except as a result of disciplinary action.
3. Years of service must be continuous without any breaks in employment excluding other breaks such as annual leave, sick leave etc.
4. Eligibility for gratuity payments is as follows:
 - On retirement
 - Staff above the age of forty-five (45) who voluntarily leave employment
 - Retirement on medical grounds earlier than the compulsory retirement age and in line with Sick Leave Policy.
 - Staff who may be required by the Company to exit from employment earlier for the best interest of the Company or the employee.

- Staff who die in service.
- Involuntary exit provided such employment is not terminated on grounds of misconduct.
- Staff must have served for not less than 10 years in the Company except for the case of retirement, death, involuntary exit as defined above and staff who retire on medical grounds.

5. Gratuity package will be paid to employees as follows:

- One month (1) Base salary for each year of service, the total which should not exceed twelve (12) months Base salary or as may be determined from time to time by Management.
- For purposes of calculation, the salary of reference will be the employee's Base salary at the time of departure.
- For staff who are obliged to leave the service of Company due to ill health or die in service before completing 10 years of continuous service, gratuity shall be computed pro-rate on the number of years of service.

10.7.4 Procedure

1. Gratuity for employees eligible will be calculated with the employee's final dues and paid at same time.
2. Once approved, Human Resources will send the request for processing.

SECTION 11: CESSATION OF EMPLOYMENT

- 11.1 Voluntary & Involuntary Separation**
- 11.2 Termination of Employment and Dismissal**
- 11.3 Resignation**
- 11.4 Retirement**
- 11.5 Retrenchment & Redundancy**
- 11.6 Death of an Employee**
- 11.7 Exit Interviews**

11. CESSATION OF EMPLOYMENT

PHILOSOPHY

In every case of cessation of employment, it shall be the Company's objective to make the separation as amicable as possible for both the employee and the Company.

As a guiding principle, it's desirable the exiting employee takes with him/her a feeling of goodwill toward the Company.

The decision to terminate an employee should be taken without consideration, as a poorly planned or executed termination can lead to months or years of costly litigation. It may also trigger a violent reaction on the part of a desperate employee.

11.1 VOLUNTARY & INVOLUNTARY SEPARATION

11.1.1 Policy Statement

Ecobank Transnational Incorporated (ETI) is aware that not all staff members will stay with the organization until retirement. Some will leave voluntarily (resignation) to seek career opportunities elsewhere while others may be discharged (termination or dismissal) due to unsatisfactory performance or for other reasons such as misconduct or negligence.

Ecobank Transnational Incorporated (ETI) recognizes the importance of having a detailed process for handling employee separations from the Company as and when they occur. The Cessation of Employment policy outlines Ecobank philosophy and processes with regards to employee's separation in general and aims at allowing employees to better understand how separations are handled by the Company and understand their rights and duties.

The Policy's objective is to ensure that:

- All separations are well managed and cause minimum disruption to the Bank's operations
- The good corporate image of the Bank is maintained
- The terminated employee is treated with dignity and respect throughout the process
- The risk to the Bank is minimized by adhering to regulatory requirements regarding end of employment contracts
- Proper exit and hand-over processes are carried out

This policy covers the entire employment cessation process, from the various types/categories of separations through the process to follow in handling each type of separation

11.1.2 Application

This Policy applies to all employees of ETI.

11.1.3 Policy Guidelines

1. Types of employment cessation : 2 types as below :

1.1 **Involuntary separations** : These are employment terminations initiated by the Company, and include:

- Termination or Dismissal : In the event of gross misconduct or gross negligence an employee will be advised that he/she may face termination / summary dismissal. Actions/behaviours that may result in summary dismissal / termination of employment are detailed in the Termination & Dismissal Policy below.
- Lay off resulting from staff reduction – redundancy. Occasionally, due to changing operating and business environments, the Company may be obliged to restructure the organization to take advantage of new opportunities, address competitive challenges, react to economic shifts, or introduce advanced technology to improve services and efficiencies. In such circumstances, the Bank may sell or close a line of business, reduce staff, discontinue certain jobs or significantly change the skill requirements of some jobs.
- Release of an employee for being unable to perform duties or meet prescribed job standards – or poor performance as defined in the Ecobank Performance Management policy. The
- Absence from work for an extended period of time due to illness or disability as determined by a medical practitioner. The provisions for termination of an employee on health ground are set out in the Sick Leave policy.

1.2. **Voluntary separations**: These refer to terminations initiated by the employee and include:

- Resignation: This occurs when an employee, on his own volition, decides to resign his employment with the Bank. This may be due to several reasons that may be indicated in the resignation letter or during the exit interview (s) with the Line Manager or Human Resources Business Partner.
- Retirement : This occurs when the employee attains the age of 60 years or requests for early retirement from 55 years.
- Death : This occurs in the unfortunate event of an employee's death

2. Cessation of Employment General Principles

- The Human Resources Business Partner shall be notified immediately of all terminations initiatives. The notification should clearly indicate the reason (s) and potential date of termination as well as any relevant evidence to support the decision.

- Once the decision of terminating is confirmed, the Human Resources Business Partner shall immediately coordinate with Human Resource Services/Operations to compute all outstanding obligations of the employee as well as with the relevant Affiliates for outstanding loans.
- The Human Resources Payroll service should be notified by indicating the date of termination.
- All company properties and equipment should be retrieved from the employee, unless he had indicated interest to purchase the items in writing.
- The employee should be removed from all Ecobank benefits schemes e.g. Insurance schemes, monthly phone allocation, etc.
- Where possible and practicable, an exit interview shall be conducted to obtain feedback from employee on the Bank using the prescribed exit interview form
- All termination employees are issued a Certificate of Service/Employment as part of the standard termination procedure. The certificate will contain the following information:
 - i. Address of the Company
 - ii. Date employee started working at the Ecobank
 - iii. Date of employee's departure from the Ecobank
 - iv. The latest function occupied, or if applicable, successive functions and the periods corresponding to each function.

11.1.4 Roles, Responsibilities and Authorisation

- The Line Manager: Owns the separation process with the assistance of the Human Resources Business Partner/Group Head, Human Resources. In this regard, he will initiate the dismissal or termination process as well as receive the notice of resignation of the employee.
- The Business Leader: Reviews and validates the recommendations made by the Line manager regarding the separation process in coordination with the Human Resources Business Partner/Group Head, Human Resources.
- The Human Resources Business Partner/Group Head, Human Resources: Coordinate the end-to-end separation process with the Employee Relations Manager and provide guidance and advice to both Line manager and Business Leader. He ensures that the process is handled in line with guidelines.
- The Employee Relations Manager: Provides expert advice and support to the Human Resources Business Partner to ensure that the guidelines are strictly adhered to.
- The Legal Department: Provides legal advice and recommendations on handling Termination and Dismissal cases in such a way that minimizes the Company's legal exposure. It is also the key point of contact with external lawyers for any matters related to employee's discipline including separations.
- Depending on the seniority of the staff concerned, the GCEO and the Board have authorization powers.

11.1.5 Definitions

- **Offence:** This is a violation or breach of an existing Ecobank guideline, policy, procedure, rules, regulation, and code of conduct or employment obligations.

- **Misconduct:** This refers to wrongful, improper, or unlawful conduct or behavior(s) which is unacceptable in the workplace. The seriousness/gravity of an offence or misconduct will determine the type, nature and level of the decision to be taken.
- **Termination:** This is the end of an employee's employment contract initiated by the company in cases of misconduct(s) or offence(s) as defined below or poor performance as defined in the performance management policy or incapacity due to illness as per the sick leave policy.
- **Dismissal:** This is the highest disciplinary penalty that can lawfully be taken by the company against an employee in case of serious/gross offences/misconduct(s) or gross negligence as defined below.
- **Notice period:** This refers to the period to be observed by the company or the employee (depending of which party initiates the separation) before the effective date of the separation to allow the other party to make necessary arrangements prior to the end of the contract. The duration is generally three (3) months. In some instances, the notice period may be agreed upon. In such cases, the appropriate compensation will be paid in lieu of notice and the employee will leave immediately.
- **Legal Dues:** These refer to payments due to employee when the employment contract is terminated; they vary depending on the type of separation.

11.2 TERMINATION OF EMPLOYMENT AND DISMISSAL

11.2.1 Principle

Ecobank Transnational Incorporated (ETI) reserves the right to terminate the employment of employees or to dismiss employees from employment on grounds of misconduct or any other unprofessional conduct/behavior. The difference between the termination and the dismissal lays on the existence and or the nature and gravity of the offence and the reasons and motivation justifying them as detailed below. Also, entitlements and final dues associated with terminations and dismissals vary.

11.2.2 Applicability

All Ecobank Transnational Incorporated (ETI) Employees

11.2.3 Termination:

11.2.3.1 Instances of Termination

The two (2) instances that may trigger a termination of the appointment of an employee by Ecobank are outlined below

a. Grounds of Misconduct including but not limited to:

- Malingering
- Regular absenteeism
- Habitual lateness
- Financial embarrassment
- Rudeness to any of Ecobank customers
- Bankruptcy or creditor's arrangement
- Drawing of cheques on unfunded accounts
- Insubordination, insolence or any other form of unsatisfactory conduct
- Refusal to work or to carry out lawful instructions
- Engaging in any business that conflicts with Ecobank interests
- Commission of any other offence of similar gravity
- Unsatisfactory staff performance
- Facts concerning the employee's aptitude, integrity or conduct which comes to light after his employment and which if known at the time of his recruitment, would have precluded him from employment with the Company. In these cases, the affected employee may not receive any notice, but will however be paid entitlements or benefits due to him/her.
- Criminal Proceedings. A staff member charged with any criminal offence other than a minor traffic violation or similar minor offence shall immediately report the case to the Human Resources Business Partner. Where the staff member is found guilty of a criminal act, the bank, through a

disciplinary committee shall examine the court ruling to determine if the appointment of the staff member should be terminated in line with the provisions on termination.

b. Termination of employment in the best interests and at sole discretion of the Company

This can happen in instances such as but not limited to:

- Where the employee's position is declared redundant due to the Business exigencies and Inability to find another suitable position internally.
- Poor work performance; or
- Employee's inability to cope with the working environment and conditions due to health issue (invalidating).

For each of the instances, the company might observe certain guidelines as specified below:

- Redundancy: Where through force of business circumstances, it is necessary for the company to reduce the work force, the Company shall give considerations to experience, physical fitness, ability/skill, age, length and quality of service and the principle of "Last in First Out" subject to all factors of relative merit, including skill, ability and reliability (as may be determined by the company) in determining employees to be declared redundant.
- Poor work performance: Termination for poor work performance shall be affected in strict adherence to the company Poor Performance Management Policy and procedure.
- Invalidating: In the event of an employee being unable to perform his duties due to serious medical reasons the Company will at its expense have the employee medically examined by a medical doctor or specialist of its choice.

If as a result of the examination it is evident that the employee will not be able to re-commence his duties properly, the Company may at its discretion discharge the employee on medical grounds.

In the above instances, after agreeing with the Business Executive and the Group Human Resources Head, the employee Line manager and the Human Resource Business Partner should have a discussion with the employee to review the situation and agree on the timing to explore options available for the employment relationship to be continued.

The time generally allocated to this process is three (3) months after which if no alternative solution is found, the contract will be terminated. A letter confirming the discussion should be sent to the employee to this effect.

11.2.3.2 Entitlements associated with termination

The termination will trigger the payment of the entitlements as defined below:

a. Advance Notice period or Pay in lieu of notice:

- Any termination of contract is subject to advance notice given by the party who wishes to terminate the contract. However, advance notice is not required in the following cases:
 - I. Probationary period
 - II. Serious misconduct leading to dismissal
 - III. Termination of contract initiated by female employees during pregnancy duly confirmed by a Doctor or breastfeeding (15 months).
 - IV. Force Majeure: Bankruptcy and official receivership are not considered force majeure

- During the notice period, the employee and the Company are expected to respect the duties incumbent on them. The party whose obligations are not respected has the right to terminate the notice period without any obligation to pay compensation for the notice period not carried out.
- The party wishing to terminate the contract can substitute the notice period, wholly or partly, with a compensatory payment at the time of advance notice and terminate the contract immediately. The amount to be paid in lieu of the advance notice will be equal to the salary and all other cash benefits and allowances which the employee would have earned during the non-respected period of advance notice.
- The period of advance notice begins on the day that the party wishing to terminate the contract notifies the other party in writing. Its duration is calculated using precise days of the month. The notification takes effect on the day it is received. The period of advance notice must not include periods of annual leave or holidays.
- Period of advance notice is three (3) months for Manager and above employees and one (1) month for others (Officers).
- While the employee is looking for another job, he or she will be allowed, during the period of advance notice, two (2) free hours per day to be taken as he or she wishes either on a daily or hourly basis. The employee who wants to use this option must inform and agree with his or her supervisor upfront of the time to be taken off. The employee will be paid his/her normal salary during this time.
- If the employee so wishes, these free days can be taken at the end of the period of advance notice, thus shortening the notice period.

b. Other Company entitlements

- Leave allowance:

The employee will be paid his leave balance (all accrued leave not yet taken) at the time of his departure. The untaken leave days should be for the past two (2) years only. Any untaken leave days beyond the past 2 years cannot be considered.

- Severance payment:

In the case of termination (excluding cases of serious misconduct leading to dismissal), employees on a permanent contract have a right to severance pay in addition to the compensation he/she would receive during his/her notice period.

This severance pay will be equal, for each year the employee has worked for the Bank, to a percentage of his or her average monthly global remuneration for the twelve (12) months prior to his or her termination as indicated below. When calculations are made, fractions of a year will be taken into account.

The global Remuneration is comprised of monthly salary and cash allowances paid through the payroll as well as all benefits in kind and in cash paid to the employees. Are not included all payments done by the company for Social Security, Insurance schemes, Pension schemes maintenance of the company assets and houses, etc...

The calculation methodology/formulae will be as following, but may change from time to time at Company discretion:

- I. 35% of Monthly Global Remuneration for each each year of service for the first five (5) years of service
- II. 40% of Monthly Global Remuneration for each each year of service from the 6th to the 10th years of service

III. 45% of Monthly Global Remuneration for each each year of service from the 11th year of service.

- 13th Month:

The calculation methodology/formulae will be in accordance with the applicable internal rules.

- Benefits due under the gratuity scheme of the company (only for employment not terminated on grounds of misconduct):

The terminated employee will receive the payments defined under the gratuity scheme pro-rated for the number of years of service; the minimum period of service required under the scheme will not apply in this case.

- Other benefits associated to the employee status such as annual leave flight tickets should be paid.

- Repatriation:

For employee working out of their usual place of residence, the Company shall repatriate the employee, spouse and children together with their personal effects to the place of engagement or to his / her place of choice so long as the cost is less or equal to if repatriated to the place of engagement.

Alternatively to the transportation of the employee personal effects, a conveyance allowance equivalent to one (1) month of the employee' Base Salary will be paid to him at his request.

11.2.4 Dismissal:

11.2.4.1 Instances of Dismissal

Ecobank Transnational Incorporated (ETI) may summarily dismiss, without any entitlement, employees who commit any of the following non limitative offences:

- Theft, fraud, forgery, corruption and other irregular practices of similar gravity
- Assault or battery committed on Ecobank premises
- Wilful damage of Ecobank property
- Removal of any records or forms pertaining to Ecobank business without appropriate authorisation
- Divulging of confidential information on Ecobank activities, co-worker's private or personal matters, or nature and status of customer's accounts
- Signing of documentation committing Ecobank to a financial obligation without authority or approval
- Making false statements on appointment or presenting false credentials
- Conviction of a criminal offence by legal process other than a minor misdemeanour
- Gross negligence
- Accepting bribes
- Major conflicts of interest
- Lies, Dishonesty, false declarations
- Defamation, false accusations
- Blackmail
- Repeated non-compliance with Ecobank policies and guidelines
- Any other offenses that Management judges serious enough and intolerable

Any resultant dismissal will be conducted in accordance with the ETI Disciplinary Policy.

11.2.4.2 Entitlements associated with Dismissal

- No notice shall be given where the cessation of the appointment is prompted by a serious offence.
- An employee who is dismissed without notice shall not be entitled to any benefits specified above in the Termination section at the exception of the leave allowance, the 13th month and transportation of the employee and his family and their property to their usual place of residence. All benefits cease on effective date of dismissal.

Exit Procedure – Termination / Summary Dismissal Process Map

The table below summarizes the steps to be followed when an employee's employment contract is terminated by the Bank :

Step #	Person Responsible	Action
1	Line manager/Human Resource Business Partner	Upon completion of the due disciplinary process, notifies the employee in writing of decision to terminate his/her services, stating the reason (e.g. fraud, misconduct) and indicating the effective date of termination Notice shall be given as defined above
2	Human Resources Business Partner	If the employee is not required to serve out his/notice period due to operational reasons, the employee is notified of termination effective immediately If termination occurs during the probation period, notice is not required to be given to the employee If the termination is as a result of summary dismissal due to gross misconduct, no notice is given to the employee.
3	Human Resources Business Partner	Verify any outstanding amounts. If outstanding amounts exist, the outstanding balance becomes immediately repayable and will be deducted from the terminal benefits Any outstanding loans balances due to Ecobank Affiliates should be also communicated to the employee who should liaise with the concerned affiliate (s) to agree on new repayment terms. In this case, the final dues will be transferred to the relevant Affiliate. In case more than one Affiliate is involved, the transfer will be done as per the salary payment repartition indicated to payroll unit by the employee
4	Human Resources Business Partner	Communicates to employee to return all Company property in his/her custody on/before the last working day.
5	Line manager/Human Resource Business Partner	Collects all Company property i.e. staff access card, lap-top, medical cards and all documents relating to his/her work.

6	Line manager/Human Resource Business Partner	Conducts an exit interview before expiry of the notice period and documents reasons for termination (if practical / possible).
7	Employee	Receives payment at the end of the notice period or immediately if there is no notice period – as well as Employment Certificate where requires.

- Reengagement : Employees whose appointments are terminated including those terminated under the Redundancy Rules (but except termination and dismissal for serious offences) may be re-engaged in accordance to the Rehire Ex-Employees Policy.

11.3 RESIGNATION

11.3.1 Policy Statement

The responsibility of ensuring a positive and harmonious separation from the Company lies with the Line Manager and employee concerned. Both are required to take ownership of the separation process, together with administrative support from Human Resources.

11.3.2 Application

This policy refers to all employees who have tendered a resignation.

11.3.3 Policy Guidelines

1. Resignation shall take place only when the employee tenders a written request to leave the Company for good and giving notice as stipulated in the letters of appointment or contracts and in conformity with the conditions set out by the Human Resources policies and Procedures from time to time.
2. When leaving Ecobank Transnational Incorporated (ETI), employees are required to give one month's notice, or one month's salary in lieu of notice and in the case of Group Management and Executive staff, three months' notice shall be required unless the employee's terms and conditions of employment specifies otherwise. This notice should be in writing and sent through the employee's supervisor to the Human Resources Business Partner.
3. The head of the Function/Business may however accept resignation on a shorter notice.
4. Accumulated leave (up to a maximum of leave days attributable to two consecutive years of service), if any, may be included in the notice period of any employee who resigns and gives the appropriate notice.
5. The employee may be allowed to take his or her leave during the notice period or he may be paid in lieu of the accumulated leave days an amount equivalent to his salary for a maximum of leave days attributable to two consecutive years of service.
6. Where an employee leaves the services of the Company before the expiration of the notice period without the appropriate authorisation, the Company shall deduct from his entitlements the amount equivalent to his salary for the remaining notice period.
7. An employee who quits his job without giving notice shall be deemed to have abandoned his job and his

employment terminated from the Company.

Exit Procedure – Resignation

Any employee who wishes to terminate his/her employment with the Company must follow the procedure below:

Step #	Person Responsible	Action
1	Employee	Notifies his Line Manager HR in writing in advance of intended termination date as per his/her employment contract . Notice of resignation must indicate the effective date of resignation. If resignation occurs during an employee's probation period no notice period is required
2	Line Manager / Business Unit Head	Signs the resignation letter to acknowledge receipt and forwards a copy to the HR Business Partner.
3	Line Manager / Business Unit Head	Is required to indicate on the letter if the resignation is regretted or non-regretted.
4	Supervisor/Business Unit Head	Determine if the employee is required to work out his/her notice period and informs HR and the employee. There may be times when the employee is requested to leave work on the day she/he gives notice or is required to serve out a notice period shorter than required due to operational reasons e.g. sensitivity to the business, client confidentiality, strategic nature of the work.
5	HR	Performs a liability check to determine if there are any outstanding amounts owed to the Company and other Ecobank Affiliates by the employee e.g. loans, salary advances, travel advances etc
6	HR	Acknowledges receipt of the resignation letter, in writing, informing employee of all outstanding dues/obligations owed by him/her to the Bank Communicates to employee to retire all Bank property in his/her custody on/before the last working day Dues owed must be paid to the Company on/ before the last day of work. If employee is unable to repay the loan before leaving the Company, he must liaise with the affiliate where the loan was granted to agree on a new loan repayment schedule/modalities and inform HR accordingly. Employee signs all relevant documentation as required by the affiliate.
7	Employee	If she/he has any liabilities with the Company, she/he must respond, in writing, to HR confirming how she/he intends to clear all dues by paying

		directly the Company or allowing the deduction from any amount due to him by the Company.
8	Line Manager	Conducts an exit interview before expiry of the notice period and documents reasons for resignation
9	Line Manager	Forwards the exit interview form to HR for review
10	HR	Acknowledge receipt the exit interview form and places in employee's personal file
11	Employee	On last day of work, submits all Company property i.e. staff ID card, laptop, medical cards and all documents relating to his/her work as per the exit check-list to be sent to him by HR.
12	HR	<p>48 hours (latest) following the last day of work, contacts Information Technology and password/ security custodians to delete employee from all technology systems e.g. mails, and ensures access cards are disabled to all areas by Security.</p> <p>Notifies the medical and life provider and insurance company to terminate the employee's cover</p>
13	HR	<p>Pays dues owed to employee on last working day, including earned and unused vacation for the last 2 consecutive years, prorated 13th month salary and prorated number of days worked during the last month of work.</p> <p>All dues owed by employee are deducted from final pay unless agreement has been made as per item no. 5 above</p>
14	HR	On last day of work, issues certificate of service (where requires) stating hire and termination date, position held upon leaving. This is issued once all outstanding items have been cleared and Company property returned / engagement for outstanding loans has been signed by the employee.

11.4 RETIREMENT

11.4.1 Policy Statement

The Company feels that an employee's retirement should be an occasion for celebration and for recognition of the individual's contribution to the Company.

11.4.2 Application

This policy applies to permanent employees who retire from Company service on attainment of retirement age.

11.4.3 Policy Guidelines

1. The maximum Company retirement age is 60. Retirement will be effective from the last day of the month after an employee reaches the retirement age.
2. The Company minimum age for early retirement is 55. Early retirement may be taken at any time after the first day of the month after an employee reaches the qualifying age. such an employee should make a written request to the Head of Human Resources through his/her Line Manager at least six months prior to the date the employee wishes to retire. The Company may also authorise some employees to opt for early retirement as from the age of 55 years or after 20 years of service to the Company.
3. The Company does not encourage deferment or retirement past the mandatory retirement age unless in exceptional cases.
4. Retired employees may be considered for contractual work if there is a sufficient business reason. Terms and limitations of employment will be set out in a signed contract according to the employment act.
5. The employee will be given full information about his/her forthcoming retirement, the benefits that will be received prior to reaching the retirement age as well as any other counselling services he may require.
7. When an employee retires, he/she may be honored at a social function and also be presented with a gift as an expression of the Company's appreciation of the retiree's contributions.
8. Retiring employees must also complete a 'separation checklist' and return it to the HR Business Partner in order for final dues to be processed.

11.4.4 Procedure

1. Six (6) months prior to an employee retirement date (i.e. the date the employee reaches the retirement

age), the Human Resources Services/Group HR Head will notify the employee in writing of his or her retirement date.

2. Three (3) months before the retirement date of an employee, the Human Resources Services will notify the employee of his or her impending retirement. The letter should include all information pertaining to the retirement, including all the benefits due to the employee at the retirement. From this point onward, the processes to retire the employee can be effected.
3. During the last month of work, HR, Line Manager/Supervisor and the employee will work together towards a smooth exit process and ensure that all the exit checks are duly completed as indicated above for the Resignation.
4. The Company is responsible for paying end of career Dues calculated as per the company rules.
5. The employee will receive full annual leave entitlement for the year of retirement, irrespective of the time of the year the retirement takes effect.

11.4.5 Entitlements associated with Retirement

The retired employee will be paid end of career entitlements as defined below:

- Advance Notice period or Pay in lieu of notice: This is applicable only for Early Retirement initiated by the Company. The duration of the Notice Period is (six) 6 months.
- Leave allowance: The employee will be paid his leave balance (all accrued leave not yet taken) at the time of his/her departure. The untaken leave days should be for the past two (2) years only. Any untaken leave days beyond the past 2 years cannot be considered.
- End of Career Allowance : This allowance will be equal, for each year the employee has worked for the Company, to a percentage of his or her average monthly global remuneration for the twelve (12) months prior to his or her retirement date as specified above in the Termination Policy.
The calculation methodology/formulae will be as following, but may change from time to time at Company discretion:
 - I. 45% of Monthly Global Remuneration for each each year of service for the first five (5) years of service
 - II. 50% of Monthly Global Remuneration for each each year of service from the 6th to the 10th years of service
 - III. 60% of Monthly Global Remuneration for each each year of service from the 11th year of service.
- 13th Month: The calculation methodology/formulae will be in accordance with the applicable internal rules.
- Benefits due under the gratuity scheme of the company : The retired employee will receive the payments defined under the gratuity scheme pro-rated for the number of years of service.
- Other benefits associated to the employee status such as annual leave flight tickets should be paid
- Repatriation: As defined in the Termination Policy above.

11.5 RETRENCHMENT AND REDUNDANCY

11.5.1 Policy Statement

The Company aims to ensure that retrenchments/redundancies are conducted in a just and fair manner and within the parameters of Company policy.

11.5.2 Application

This policy applies to permanent employees only.

11.5.3 Policy Guidelines

1. Retrenchment and redundancy refer to a termination of employment relationship initiated by the employer based on economic or operational business reasons. Redundancy also arises in the Company when a position is eliminated because of reorganization.
2. Retrenchment/redundancy processes will be used as a last resort when all alternatives have been exhausted.
3. Should the need arise for a retrenchment or redundancy process, clear guidelines as approved by the Board of Directors must be followed.
4. Fair selection criteria will be applied in determining which Employee will be retrenched or made redundant in accordance with the goal to achieve.
5. Where appropriate, an alternative process will be offered whereby affected Employees may take voluntary retrenchment or early retirement as an option.
6. The Company believes in fair and equitable notice and payment for Employees selected for retrenchment or redundancy in accordance with Company practices.
7. Clear communication regarding the proposed retrenchment/redundancies process/initiative should take place as soon as possible with Employees. .
8. The Company will attempt to:
 - Take appropriate measures to avoid or minimize the number of retrenchments/redundancies.
 - Change the timing of the retrenchments/redundancies where possible.
 - Explain the selection criteria and the rationale to be applied in selecting Employees for retrenchments/redundancies.
 - Minimize the adverse effects of retrenchments/redundancies where possible.
 - Define a separation/severance package to be paid to the affected Employees as well as other supporting measures to be applied to them.

- The Company will disclose all relevant information during the communication with employees.

Such information may include:

- Reasons for the proposed retrenchments/redundancies.
- Alternatives that the Company considered before proposing the retrenchment
- Number of Employees likely to be affected.
- Proposed method for selecting which Employees are to be retrenched or made redundant.
- Timing of the proposed retrenchments/redundancies.
- Separation / severance pay proposed.
- Any assistance and supporting measures that the Company proposes to offer the retrenched Employees.
- The possibility of future re-employment of affected Employees, if any.
- Any other information deemed necessary for successful communication.

10. The Company shall consider and respond to questions asked and clarifications needed by the Employees.
11. Subsequent to the decision being taken to re-structure or retrench, the Company will explore the following measures to avert or minimize retrenchment/redundancy:
 - Restrictions on employment of new Employees (hiring freeze).
 - Internal transfers to other subsidiaries or Business units.
 - Early retirement options.
 - Voluntary retirement options.
 - Training and redeployment of Employees.
 - Combining of roles i.e. stretch assignments.
 - Reduction of normal working hours.
12. In the case of Employees offered a transfer option, if the Employee's original conditions of employment have changed, the employee has the right to accept the new conditions or to reject new conditions and then be retrenched.
13. Once the communication process has been completed, the affected employees must, immediately be informed of their pending retrenchment.
14. Affected employees must be given reasonable opportunity to attend interviews and seek alternative employment. The Company will as far as possible assist employees to find alternative employment.
15. The Company will wherever possible, try to assist the employees by offering programs on coping with change and by providing the services of the EAP if available. Counselling Service/Financial Assistance for Re-training/Outplacement Service will be addressed.
16. Should the Company, at some later stage (within the 6 months following the effective date of the Retrenchment), need once again to hire, such employments will be offered in the first instance and where qualified, to those employees selected for retrenchment, provided such employee have not found alternate employment elsewhere.
17. Retrenched employees should keep the company apprised of changes in address or phone numbers, in case of rehire opportunities.
18. Severance Pay will be given to retrenched employees in accordance to the Company applicable rules as defined in the Termination policy. Ecobank may also set out additional criteria to be followed in

drawing up the redundancy packages for employees. These criteria must be duly approved by the Group Chief Executive Officer before being implemented.

11.5.4 Procedure

1. Head of Human Resources will ensure that Procedures as provided herein guide the entire process.
2. ETI does not have Employees Representatives body, hence all the communications and consultations (where required) will be done directly with Employees.
3. Employees will have the option to appeal against Management decision on retrenchment to an Appeal Committee through the Human Resources Department. For more information regarding the Appeal Committee, kindly contact the Human Resources Department.

The Appeal Committee will then undertake the necessary due diligence in reviewing the matter and make appropriate decision and this will be final and applicable to the employee.

11.6 DEATH OF AN EMPLOYEE

11.6.1 Policy Statement

It is the desire of Ecobank Transnational Incorporated (ETI) to respond immediately to the death of an employee in a sensitive, caring, and professional manner. It is Company policy to provide assistance and support to the family of an employee who dies in service. The information documented here below serves as a general guideline for communicating with and offering assistance to a deceased employee's next of kin.

11.6.2 Application

This policy only applies in the event of a death of an employee and the assistance offered thereof to the deceased next of kin.

11.6.3 Policy Guidelines

1. A committee will be formed to attend to the arrangements and to communicate with the appropriate family member. A HR representative should be part of this committee.
2. The committee will:
 - Issue condolences to the next of kin
 - Arrange for the next of kin to meet with a Company representative to make arrangements for the deceased's benefits entitlements.
 - Issue an announcement to staff
3. Counseling services will be made available to the next of kin and employees through the Employee Assistance Program if available.
4. If there is a surviving spouse, all salary due will be paid directly to the spouse (a valid marriage certificate must be provided) unless other documents such as a will or other declared next of kin preclude this course of action.
5. If the employee leaves no surviving spouse, but leaves a surviving child or children, the salary shall be paid to the duly qualified guardian through the estate.
6. If there is no surviving spouse, child or children without duly qualified guardians, the matter will be referred to the Legal Department for interpretation and guidance.
7. The Company will also be guided by the declared beneficiaries of the deceased in accordance with the deceased declared next of kin in the employment agreement.
8. Upon death of an employee who is deployed outside his/her home country, Ecobank Transnational Incorporated (ETI) shall pay the expense of transporting the body from the place of death to his/her hometown in the country of origin.
9. If the death of an employee occurs outside the country of posting, Ecobank Transnational Incorporated (ETI) shall bear the travel expenses incurred by a designated employee and/or a family member of the deceased person to go to the place of death to arrange for the repatriation of the body.

10. The following payment will be made into the late employee's estate and once finalized paid to the beneficiary (ies):
 - Group Life Insurance - Ecobank Life Insurance scheme provides a lump sum benefit in accordance with the terms and conditions of the insurance policy in place at the time of death.
 - Last Expense Benefit as per the Bereavement Policy
 - Unpaid salary earned up to the point of death
 - Pro-rate leave earned but not taken
 - Gratuity as per the Gratuity Policy above
 - End of career payment computed as per the severance allowance in the Termination section above
 - Any other amounts due to the deceased employee.
11. Ecobank Transnational Incorporated (ETI) shall contribute towards the cost of organizing the funeral of the staff under the conditions approved by Management (Refer to the Bereavement Policy above).
12. A delegation of at least two members of staff shall represent the Bank to express the condolences of the Company to the deceased's family. The travel expenses and per diem of the delegation shall be borne by the Bank
13. The Human Resources department will make arrangements for payment of a wreath (where accepted) and condolence card.
14. The Company may make a cash advance as per the salary advance rules to the late employee's next of kin for the purpose of burial/sundry expenses.

11.6.4 Procedure

1. Further information on this policy may be obtained from Human Resources.
2. This policy is related to the Bereavement policy in this policy handbook.

11.7 EXIT INTERVIEWS

11.7.1 Policy Statement

The Company appreciates feedback from employees regarding their experience while employed by Ecobank. It will therefore provide an opportunity for terminating employees to participate in an exit interview to discuss the company's strengths as well as weaknesses.

11.7.2 Policy Guidelines

1. The Company conducts exit interviews prior to an employee leaving the Company to obtain feedback from them on certain information that may assist the Company in highlighting areas of strength and weakness, so that attention to problem areas where change might be needed can be addressed: This information will include but not limited to:
 - Working conditions
 - Policies
 - Suggestions on improvements
 - Reasons for leaving the Company
2. The exit interview objectives include:
 - Ensuring that the exit interviews is friendly and relaxed to encourage the existing employee to communicate freely
 - Determining as accurately as possible the employee's real reason for leaving the Company
 - Discussing any factor or conditions at the Bank, which might be affecting the efficiency, performance, and moral of the remaining employees necessitating possible corrective action
 - Explaining the Company's re-employment policy to the employee.
 - Ensuring that any Company property or material in the employee's possession has been returned
 - Obtaining the address at which the employee can be reached.
3. Participation in exit interviews is voluntary and the following guidelines apply:
 - Information collected during the exit interview will be kept strictly confidential.
 - Exit interviews will be scheduled during the notice period.
 - Exit interviews are conducted by the employee Supervisor or HR Business Partner or both.
4. Periodic review of exit interview forms should be conducted and summarized by Human Resources in order to identify recurring problems.

11.7.3 Procedure

1. The supervisor or the Human Resources Business Partner will invite exited employee for an exit interview during the cause of the notice period. The employee will complete the exit interview form and hand over to supervisor or HR Business Partner.
2. A copy of the exit interview should be placed in the employee's personal file.