

# EMPLOYEE HANDBOOK

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# CITITRUST HOLDINGS PLC EMPLOYEE HANDBOOK

## **Classification**

This document has been issued strictly for internal business purposes of CITITRUST Holdings Plc and its subsidiaries.

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**Note:** *This employee handbook is culled from various CITITRUST Holdings Policies.*

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## **Section 1: Introduction.**

Every employee of CITITRUST has a lot to learn. To make things clear and transparent we have provided this Employee Handbook, which contains key facts covering a range of policies and practices.

The Handbook is an integral part of your employment terms along with your contract of employment and HR policies. They must be kept safely by you and referred to whenever needed. There will be a requirement from time to time for us to issue updates and/or amendments, which will be distributed to you.

The Handbook has been developed to help you understand key business information and to make you aware of further terms and conditions governing your employment with CITITRUST. In addition, the Handbook sets out the policies and procedures regulating working conditions for every employee.

To make it easy to use, please reference the contents page for guidance.

CITITRUST reserves the right to make amendments and changes to the Employee Handbook to meet developments in business needs, to reflect changes in work practices or new legal requirements or to provide additional information. Employees will be given notification of any changes.

### **I. History/About CITITRUST HOLDINGS.**

#### **OUR HISTORY**

CITITRUST HOLDINGS PLC History is dates back 2007 with the establishment of CITITRUST FINANCIAL SERVICES LIMITED, a Financial Services Holding Company based in Lagos, Nigeria. In 2012, The Group diversified into Non - Financial Services Business in Nigeria commencing in the Energy Sector and later on Telecoms, Healthcare, Real Estate and of recently Engineering, Procurement and Construction (EPC). In 2017 and after 10Years of Operations in Key Nigeria Business Sector, The Group Launched its African Expansion Plan and the Group Structure with establishment of CITITRUST DEVELOPMENT PARTNERS Plc in 2018, which later changed to CITITRUST HOLDINGS PLC in 2019, to reflect a Holdco Structure. Today CITITRUST HOLDINGS PLC, a Non – Operating Investment Holding Company together with its subsidiaries ("the Group") has over about 50 Subsidiaries across Africa.

**The mission** statement of CITITRUST “Our mission is to aggressively grow value by creatively pursuing investment opportunities that generates superior return. We constantly aim to exceed our stakeholder expectations, whilst continuously celebrate individuals and teamwork. Retaining our workforce and building a competitive edge through sustainable innovation is essential for us

CITITRUST **vision** to be a diversified growth-oriented investment vehicle for wealth creation

## **I. Employee Value Proposition**

The Employee Brand encapsulates our 'people value proposition'. It provides a focal point around the experience we want people to have when they work at CITITRUST, it also reflects the promise we make to our customers and stakeholders externally. As a financial service institution, our people are our brand upon whom the integrity and consistency of our customers' experience constantly relies. There is nothing more important than ensuring that our people – and those who aspire to work here – have a clear sense of identity and affinity around what it means to work at CITITRUST.

Our Employee Value Proposition (EVP) is based on: **Empathy, Assurance, integrity and nobility.**

### **Empathy**

We understand and feel the needs of all stakeholders because we work together to achieve a common goal and we strive harder to meet their expectations

### **Assurance**

We have confidence that we will provide the best services at all times in all ways

### **Integrity**

We carry out all business in a strict manner and in compliance with the best practices in the world. We never compromise in our dealings with all stakeholders

### **Nobility**

We have confidence that we will provide the best services at all times in all ways.

## **II. Employee engagement activities**

At CITITRUST we recognize that employees can only be productive, contribute to the bottom line of the organization and put in discretionary efforts that go beyond the call of duty when they are passionate, engaged and accountable.

The following activities which are targeted at all employees and require employee involvement, are scheduled yearly to help foster employee engagement within the organization:

- ❑ People prayer sessions - to provide spiritual insight and guidance within the organization.
- ❑ Staff satisfaction/engagement surveys
- ❑ Team bonding activities
- ❑ Communication channels – TGIF series, newsletters, company intranet etc.

## **Section 2: Standard Acceptable Behavior**

All staff members must conduct themselves properly while in the employment of CITITRUST and be guided by the following:

### **a. Integrity**

The organization is entrusted with handling of personal and business banking matters. It is therefore essential that the public must have absolute confidence in the integrity of the staff as well as the stability of the organization.

Integrity within the organization's context is defined as honesty, trustworthiness and responsibility. Integrity should therefore be regarded as central to every aspect of our business.

### **b. Confidentiality**

Staff members will observe a strict duty of confidentiality with respect to customer transactions, information, business or personal affairs and financial status. Staff shall not disclose such information unless authorized to do so in writing by the customer concerned or under a legal subpoena to disclose such information.

### **c. Harassment**

The organization will not tolerate any form of harassment including sexual harassment or hazing. Sexual harassment includes any unwelcome sexual advances, requests for sexual favors, or any other verbal or physical behavior of a sexual nature. Any member of staff who harasses or solicits favors (including sexual favors) from another staff, in return for promotions, increased wages, continuance of the job, or any similar promise and for any other reason will be sanctioned, if proven.

Likewise, unwholesome sexual propositions between staff may also constitute sexual harassment and will not be tolerated. If a staff feels he or she is being harassed, such a staff should discuss the matter with appropriate Head or the Head of Human Capital Division.

A report of sexual or other harassment will be treated seriously, and a thorough investigation will be conducted. A staff who files a complaint will be treated fairly and courteously at all times.

### **d. Gifts & Gratitude**

No staff shall accept, receive or benefit from any gift, gratuity, present, property or service of any kind or nature regardless of value, which may be directly or indirectly offered as a result of, or in anticipation of, a staff's position or performance of duties with the organization. Exceptions include:

- i. Unsolicited advertising or promotional materials of nominal intrinsic value such as pens and calendars
- ii. Awards for meritorious services contributions
- iii. Unsolicited consumable items that are donated to an entire work group during festive periods. This should be shared in order to show no commitment to any individual staff.

e. Use of Language

Staff must be courteous and professional when communicating with customers and fellow members of staff. At no time should derogatory or abusive words be used among staff or with customer.

f. Irregular Conduct

It is the duty of staff members to report the following to management:

1. Any breach of the organization's rules and regulations/code of conduct
2. Aiding and abetting collusion on irregular activities
3. Any act which may be detrimental to the organization's interest

### **Section 3: Culture and Work environment**

#### **I. Equal opportunities, diversity and inclusion**

CITITRUST is an equal opportunity employer and does not unlawfully discriminate against employees or applicants for employment on the basis of an individual's race, color, religion, creed, sex, national origin, ethnicity, age, disability, marital status, veteran status or any other status protected by applicable law. This applies to all terms, conditions and privileges of employment, including recruitment, hiring, placement, compensation, promotion, discipline and termination.

Whenever possible, the company makes reasonable accommodations for qualified individuals with disabilities to the extent required by law.

#### **II. Open Office**

The organization operates an open office and open-door policy. All employees are on a first name basis. This helps to foster good communication as the organization takes employees' concerns and problems seriously. The company values each employee and strives to provide a positive work environment.

#### **III. Dress Code**

Our public image is directly dependent on our staff, individually and collectively. **The public is inclined to judge organizations by the people who represent them.** Hence our personal appearance, quality of service, and positive attitude of all of our staff is essential to creating and maintaining a favorable public image.



Our dressing should be conventional, **in good taste**, and promote a businesslike professional attitude and image (corporate, modest and neat) in keeping with our profession. Extreme forms of dress, hairstyle, or makeup are not acceptable. The best rule of thumb is to dress for the business public that we serve. Dress and appearance must not be offensive to customers and colleagues. However, informal dressing is only allowed on Fridays.

Henceforth, the following will apply:

#### **Male**

- Suit (black, navy blue and grey, including pin stripes) (Monday – Thursday)
- Shirt (**white or Sky-blue Shirt is a MUST for Mondays**), this includes pin stripes.
- Shoes (black only) Monday - Thursday.
- Blazers are allowed from Wednesdays.
- Ties/braces (colorful) Monday & Tuesday.
- Belt (black).
- Clean shave or trim/neat beards are allowed.

#### **Business Casual Definition for Gentlemen**

- A Black/Grey/Navy Blue Jacket/Blazer can be worn with:
- Any Dark colored chinos or trousers,
- White/Sky Blue/ shirt (short or long sleeve) and a pair of shoes with/without a tie and properly tucked in;
- NO T-SHIRTS ALLOWED (ROUND NECK OR POLO) **ONLY CITITRUST Branded shirts are allowed**;
- African Attire:
- African attires that is business-like such as kaftans' in **dark colors** can be worn with a cap for men (Yellow, Pink or Lemon etc are not allowed).
- Business like South-South attires in dark colors only.
- Note that all African attires must be worn with **well-polished** shoes, sandals only.
- Ceremonial attires are not allowed.

#### **Female**

- Suits - tailored trousers & respectable skirts with jackets and/or waist coats to match (**block colors** of black, navy blue, army green, coffee brown and grey/ash, burgundy, maroon, orange, red etc including pin stripes). Mismatched separates in line with above colors are allowed.
- Shirt/Camisole - white, cream, black, pink, yellow, sky blue, navy blue, green and brown including stripes, checks, flowery and white collar/cuffs. For stripes and checks, not more than three color combinations of approved colors are allowed.
- Maternity Gowns, tops and bottoms (**block colors** of black, navy blue, army green, coffee brown and grey/ash, burgundy, maroon,).
- Formal Dresses in black, navy blue, army green, coffee brown and grey/ash, burgundy, maroon, including pin stripes. All dresses should include jackets except in cases where dresses are long sleeved or three-quarter sleeves.
- Shirts/Camisoles must be tucked in; and camisoles **MUST** be worn with jackets at all times.
- Neck Scarves (colorful and matching your attire).
- Hair Scarves for religious reasons and **MUST** match complete attire.

- Shoes - black, navy blue, army green, grey, brown, nude. This includes sling backs, and all covered shoes, including 'peep-toes'.
- Belts (black, navy blue, grey, army green and brown only)
- Bags – all colors.

#### **Business Casual Definition for Ladies (Friday Dress)**

- A pair of trousers including corduroy and chinos, a shirt/blouse (long or short sleeve) and a pair of shoes with/without a jacket;
- A skirt (of decent length and width), a shirt (long or short sleeve) and a pair of shoes with/without a jacket;
- Blazers are allowed.
- All camisoles must be worn with blazers.
- African attires that are business-like such as Ankara and brocade etc.

- NOT ALLOWED:

- T-shirts (**ONLY CITITRUST Branded shirts are allowed**);
- Cleavage baring tops
- Skimpy, overly fitted dresses
- Old/ worn out palm slippers
- Jeans – ripped, crazy, patched and faded jeans are not allowed.
- Walking around during business hours in slippers are not allowed
- Ceremonial attires are not allowed

It is worthy to note that any wear or attire not specified above is not ALLOWED. Violation of our Dress Code - to any degree - carries a penalty.

#### **iv EMPLOYMENT OF NEXT OF KIN**

The organization shall not allow the employment of close relatives within the organization. A close relative is defined to include a spouse, parent, sibling, grandparent, child, and grandchild without justification/approval by Executive Management.

In a situation where related siblings are in the organization one of the following can be put in place:

- Ensure that the siblings are redeployed to different subsidiaries
- Measure their performance to determine which of the siblings will be retained in the employment of the organization.

## Section 4: Conditions of Employment

### I. Hours of work

#### **Resumption and Closing:**

CITITRUST working hours include (but are not necessarily limited to) weekdays-that is Monday to Friday -with the exception of public holidays, between the hours of 8am and 5pm. However, employees may be required to work during the weekends. This is dependent on job roles and necessity. Accordingly, employees may also be required to resume at the office earlier than the official resumption time and work beyond the official closing time. As stated above, this depends majorly on job roles as well as necessity.

#### **Attendance/Punctuality:**

All employees are required to respect and abide strictly by the hours of work of the Organization. This implies that as an employee of CITITRUST, you are expected to resume at the office latest by 8.00am; you are also expected to be at work at least until 5.00pm. It is however imperative to note that a number of job roles require employees to resume at work earlier than the official resumption time.

Lateness or/and unauthorized absence from the office are prohibited by the Organization. Where it is absolutely necessary for an employee to be late or absent from work, he/she is expected to communicate this to his/her supervisor.

#### **Absence from work:**

**Unauthorized absence from work is strictly prohibited. Where an employee needs to be absent from the office, he/she is expected to communicate this to his/her supervisor.** *All cases of sickness/illness resulting in an employee's absence from work shall be reported to his/her Office/Unit Head and HCM within 24 hours. This should be supported with an 'excuse duty' certificate from a qualified doctor.*

*However, if this absence is persistent, this may be regarded as absence without permission or be treated in line with policy on Sick Leave (refer to **Disciplinary Sanctions Grid or Section on Leave Policy**). If an employee is absent from the office for more than six (6) days without providing a tenable reason for doing so, the incident will be treated as abscondment and will be dealt appropriately in line with the organization disciplinary policy.*

#### **Salary Non-Disclosure:**

All CITITRUST salary information is confidential and should not be disclosed for any reason, other than as required for appropriate financial reporting purposes.

It is requested that all employees keep their wages, benefits, bonuses and any other form of compensation confidential, and avoid providing or otherwise broadcasting this information with other employees, or with any third-party that does not have a bona fide need to know.

Any unauthorized disclosure of confidential information by employees may impede our ability to effectively compete for talent, may create unnecessary conflict and disputes, and could lead to disciplinary action up to and including termination of employment.

### **Social Media:**

With the rapid growth recorded in new media and social networking, it is imperative that we begin to build our social community in order to amplify our messages. Our employees are key to this brand building endeavor and it is therefore very crucial to ensure appropriate social comportment online.

### **II. Employee Accountability**

The Organization's assets are critical for the operations of the organization and the ability to service our customers. The manner in which these systems are used will determine how well we are able to conduct our business. Use of these assets must be in accordance with the organization policies.

All electronic/non-electronic facilities provided by the organization, including e-mail, internet and intranet, are business enablers and tools for productivity enhancement.

#### Prohibited activities

Computer users may not:

1. Use, or attempt to use, any computer user code (UserId) which has not been allocated to the user personally or allow their computer UserId to be used by another person
2. Use or attempt to use any removable storage media to copy to or retrieve information from the workstations or servers, unless the required approval is granted.
3. Access, or attempt to access, data/information which is not relevant to their current job
4. Use the organization's computer facilities to access, download or distribute games, inappropriate graphics, picture files or illegal software
5. Stealing electronic files or copying of electronic files not related to your normal business activities without management approval.
6. Performing unofficial activities that may degrade the performance of information resources, such as playing online games
7. Conducting fraudulent or illegal activities, including but not limited to: gambling, trafficking in drugs or weapons, participating in terrorist acts.
8. Conducting fundraising, lobbying, or participating in any partisan political activity except otherwise authorized.

### **III. Confirmation**

#### **Conditions for confirmation:**

All new full-time employees are expected to complete a 6 months mandatory probation period after which they may be confirmed as full-time employees.

Confirmation is based on a number of factors such as performance, disciplinary records/conduct, and school and employer references among other things.

**Extension of confirmation:**

Where an employee cannot be confirmed due to poor performance, his/her probation period may be extended for an additional three months during which the employee must be closely monitored. Confirmation can however not be delayed for more than three months. If an employee's performance is determined after an additional probationary period to be below expectations, the employment contract of such an employee will be immediately terminated.

**IV. Redeployment**

In line with our value of 'growing our people' CITITRUST allows for the movement of its employees across the different business segments of the Organization and across different subsidiaries. All vacancies are FIRST advertised internally to give the opportunity for internal candidates to apply for roles that may suit their profiles – experience, skills and career aspirations.

Redeployment of employees is subject to the availability of vacancies in the desired job roles. All employees who apply for internally advertised roles will be expected to pass through the standard recruitment process and will be hired for such roles if found suitable.

**V. Performance Management**

**The Performance Management Cycle:**

The CITITRUST performance management cycle runs BI-annually i.e., twice in a year. The process includes strategic planning, goal setting, performance monitoring, performance review, performance moderation and performance appraisal discussion and feedback. The performance review provides input into decisions regarding annual reward, talent management and development planning. The effectiveness of the performance management process influences our organisational culture as a whole.

**Managing poor performance:**

As is common to all organizations, there is a specific procedure which CITITRUST follows in addressing poor performance of employees. This procedure applies to all employees.

Line managers are responsible for the management of poor performance. However, either the employee or the line manager may, at any time during the process, approach his/her Human Capital Head of the business unit for advice or to trigger the performance improvement plan (PIP). In the event that an employee is unsuccessful in the PIP, the contract of employment of such an employee will be terminated accordingly.

**Rewarding excellent performance:**

This is to ensure that consistent standards (i.e. excellent performance against set targets) are maintained. These standards are measured and used in promoting staff upon confirmation. By doing this, CITITRUST stays committed to building a high performing, motivated and competent workforce that is rewarded.

The pre-requisite satisfactory performance for staff upgrade at confirmation is as stated in the confirmation appraisal policy. The recommendation for a promotion shall be forwarded to the Management for approval.

## **VI. General Terms of Employment**

### Employment obligations

You undertake to:

- ☐ carry out all such reasonable or lawful duties and instructions as are from time to time assigned to you, in a proper and diligent manner;
- ☐ promote the business and reputation of CITITRUST;
- ☐ observe confidentiality and the guidelines of CITITRUST in your dealings with customers, fellow employees and third parties; and
- ☐ Be honest and respond professionally in your dealings with clients of CITITRUST.

### Variations to conditions of employment

The area in which you are employed is part of the CITITRUST Group in Nigeria. The extent of the organization's activities requires that staff be deployed at locations where their individual skills and experience are best matched with operational requirements. For this reason, and in an endeavour to accommodate career aspirations, employees may be required to relocate to different units and or geographical locations on a temporary or longer-term basis.

CITITRUST May therefore vary your duties and second or transfer you, after appropriate consultation.

CITITRUST reserves the right to change the structure(s) within the Group and/or to vary the identity of your employer.

CITITRUST may, for operational requirements, effect amendments to the terms and conditions of your employment and work rules.

## **Section 5: Compensation and Benefits**

### **I. Remuneration**

#### **General overview (CTC structure)**

Employees' remuneration is based on an annual Cost to Company (CTC) structure comprising of guaranteed cash and benefits only. The non-guaranteed cash is discretionary and in addition to the CTC. The Cost to Company package consists of the base salary, 13th cheque, pensionable allowance, and non-pensionable allowance.

### **Salary payment**

Salaries are paid on the 26th of each month. All staff are required to open a salary account with an approved bank as communicated by HCM before they resume duty in any CITITRUST organization entity and HCM will provide documentation and support to facilitate the opening of such staff salary account.

A staff salary account is primarily for the receipt of remuneration that accrues from the staff member's employment with CITITRUST although such account may also be used to receive money due to the staff member from other non – business sources that include, but are not limited to his / her investments.

### **Annual review and performance bonus**

All eligible staff (managerial and non-managerial) may receive an incentive bonus which is not part of CTC in line with the performance of the company and the performance of the individual during the performance year. Incentive pay information is to be treated as strictly confidential by all employees.

### **13<sup>th</sup> month**

13<sup>th</sup> Month refers to a guaranteed payment in cash to an employee paid at the end of each year in December.

### **Benefits**

#### **Pension**

Membership under the Pension Act of 2004 and amended Pension Act 2014 is compulsory. Contributions under the Act are made by both the employee and the Organization based on pensionable earnings. The Organization's contribution of 10% of pensionable earnings will be part of CTC. The employee contribution of 8% of pensionable earnings will be deducted via the payroll system on a monthly basis and remitted to Pension Fund Administrator chosen by the employee. Access to full benefits of the fund is subject to the conditions stated in the Pension Act.

#### **Group Life Insurance**

In the event that death occurs, such an employee's next-of-kin will be entitled to the equivalent of three times his/her annual cost-to-company (CTC).

### **Medical/wellness (HMO)**

The Company provides a health insurance cover for its staff under the Health Management scheme. Staff, spouse and a maximum of four (4) children of not more than the age of eighteen (18) are covered under this scheme.

The cover based on the plan for each grade with certain exclusions. Consequently, members of staff are required on assumption of duty to register/fill their forms for this scheme with Human Capital Management. All other information on the scheme will be provided.

## **SECTION 6: LEAVE**

### *Annual Leave*

*All confirmed staff who have spent six months of continuous service after the assumption of duty with CITITRUST are entitled to go on paid leave at least once in the year, subject to exigencies of duty.*

*All leave applications are to be completed hard copy **or** online on any approved self-service in-house Human Resource Information System (HRIS) software. This process has to be completed at least one week before the commencement date and not earlier than two weeks of the leave date. On receipt of the completed leave form with all the necessary approvals, the application form shall be processed and the leave advice sent to the staff and Supervisor within 48 hours. Leave allowance is to be processed within 72 hours of receipt by HCM provided the staff is embarking on not less than 10 days leave and the commencement date is not earlier than two weeks to one month.*

*The following are staff entitlement for annual leave in order of grades.*

Grade	Number of Leave Days
ET – SEO	14 Working Days per year



AM – PM	20 Working Days per year
AGM – Above	25 Working Days per year

*Public holidays are not leave consuming. Thus, when one falls within a staff's leave period, it will be added to the total entitlement.*

*All confirmed staff are eligible for annual leave. However, where service with the Organization is less than 12 months, available leave days and the corresponding leave allowance will be on a pro-rata basis. The leave allowance shall be 10% of a staff's annual basic salary.*

### **Sick Leave**

An employee who is absent from work due to ill-health must notify his/her Line Manager in writing via email or by a telephone call where possible before close of business on the day of illness. If the employee is unable to make this call, he /she may ask another person to make the call on his / her behalf.

If the illness persists after the first day of absence, a medical certificate from the Organization's designated clinic or a government hospital covering the period of absence shall be forwarded to the employee's line manager and must be received before close of business on the second day of such absence from duty.

Sick leave days are paid leave days. Applications for sick leave or extensions thereof must be accompanied by a medical certificate from the Bank's designated clinic or any government hospital.

Where the absence of an employee goes beyond an extended period of 10 working days on health grounds, this would then be classified as extended sick leave and would require an assessment by an approved medical practitioner to determine amongst other things the nature of the illness as well as the estimated length of time of absence from work.

### **Special Leave**

Paid special leave may be granted for periods specified below for the following reasons:

- ☐ Maternity
- ☐ Paternity
- ☐ Casual
- ☐ Compassionate
- ☐ Study

### **MATERNITY LEAVE**

*It is very important to note that the Organization's maternity leave policy applies to only regular female staff.*

*Maternity Leave may be granted to a member of staff who meets the following conditions:*

## **Entitlement**

*A maternity leave may be granted to a female employee whose appointment has been confirmed with the Organization prior to the application. An unconfirmed staff who has been continuously employed in the organization for less than a period of six (6) months may also access maternity leave. Nevertheless, the organization advises/recommends that the staff allows not more than a twenty-four (24) month period to elapse after assumption of duty from a preceding maternity leave before proceeding on another maternity leave.*

*The female staff shall be entitled to 12 calendar weeks or 60 working days leave and shall receive full monthly pay.*

*However, an unconfirmed female staff who has been continuously employed in the organization for **less** than a period of six months and whose performance is above satisfactory shall be entitled to 50% paid leave or full paid leave as may be approved by Management/GCE. Unconfirmed female staff who has been continuously employed by the organization for **more** than a period of six months to her maternity leave shall access the maternity leave, but shall be entitled to only 50% of paid leave. In all situations of unconfirmed maternity leave access, the probation period will be extended by the same period of the maternity leave taken.*

*Confirmed staff may also access both annual and maternity leave within the same financial year. The mode of the application shall be with the approval of her supervisor based on consideration of work exigencies.*

Where a staff requests for an extension as a result of illness certified by a registered medical practitioner that arises out of her pregnancy or confinement which renders her unfit for work, then, her absence will be treated as sick leave in line with the sick policy of the Organisation. However, where the reason for the request is different from illness, the leave shall be granted without pay (salary and allowances).

In the case of female staff members who have adopted children and would need some time off work to bond with the new addition to their family, they may access a maximum of six (6) calendar weeks. They will however, be required to provide legal documents of proof.

## **Application Procedure**

The staff shall follow the normal procedure of leave application as stated earlier, online or hard copy as the case may be. However, an Expected Date of Delivery (EDD) certificate must accompany the application and should be submitted to HCM two weeks before the maternity leave commencement date. This must be in place before HCMD will approve such leave.

## **Time-off for Nursing Mothers**

For a period of three (3) months after returning from maternity leave, a nursing mother is entitled to one hour off work for the purpose of nursing her child.

Alternatively, nursing mothers may elect to finish at work one (1) hour earlier than the usual closing time, or start work one hour later than the usual starting time. The staff should, in consultation with her supervisor, choose one of the two alternatives. A third option is to take two (2) half-hour periods in the day to nurse her child.

Once an option has been agreed upon, the nursing mother is expected to maintain the chosen alternative consistently throughout the relevant period.

### **PATERNITY LEAVE**

In acknowledgement of the need of families to bond and the Organizations' intent to improve work-life, at the birth of a new child, male staff of the company are entitled to three (3) working days paternity leave on application. Kindly note that the application must reach HCMD a week before commencement date and will be accompanied with the child (ren)'s birth certificate.

This policy will apply to all staff.

### **CASUAL LEAVE**

*Supervisors may at their discretion, grant leave of absence to staff (confirmed and unconfirmed) to enable them to attend to such pressing personal matters such as attending to funeral arrangements for a close relative other than spouse, child or parent, weddings in the family.*

*A leave of absence so granted should be kept to the minimum, and will in any case not exceed five (5) working days per annum, which must be offset against contractual leave entitlement, if a staff is confirmed. The application shall be in the order of normal procedure with all approvals in place. However, a confirmed staff may not access a casual leave without having exhausted the annual leave.*

### **COMPASSIONATE LEAVE**

*An employee may be granted compassionate leave with pay at the discretion of Management, in the event of serious illness or death in his/her immediate family, e.g. of spouse, child, parent, siblings.*

*Compassionate leave should not be deducted from contractual annual leave, but should not normally be extended beyond five (5) working days.*

*Before compassionate leave is granted, a leave application form should be completed by the employee and submitted to his/her Business Head, who should consult HCMD before authorization.*

### **STUDY LEAVE**

*Staff members whose appointments have been confirmed with at least five years' service in the organization may be granted study leave without pay on the recommendation of their current Business Head/Managing Director to enable them pursue courses relevant to their present work and to the Organization's activities. This will be reviewed by HCMD and will only be approved by the CCE/GCE. All staff on suspension will not be granted study leave. All study leave shall not exceed duration of four (4) years or forty-eight (48) months.*

*To apply for study leave, an employee will need to present a letter of admission from the educational institution he/she intends to attend.*

*Re-employment of any staff granted study leave on completion of the course or the expiration of the number of months granted (whichever is earlier) shall depend on the availability of a suitable vacancy.*

## **Section 7. LEARNING AND DEVELOPMENT**

### **TRAINING**

All local training courses will be conducted by both external and internal resource persons. Employees will be scheduled to attend in streams (based on the training plan) to ensure maximum participation by all members of staff.

At CITITRUST, a very high premium is placed on learning and development as it is considered a key strategic imperative for attaining a competitive edge in business. As one of our core values, we encourage and help employees to develop to their full potentials and our leadership is measured on how well they challenge and grow the people they lead.

### **INDUCTION**

New hires will be familiarized with the organization's vision, mission, core values, strategic aspirations and operating model. The induction will also cover presentations on responsibilities, functions, vision and structure of each business and support group in the organization.

## **Section 8. Recognition**

### **CITITRUST Awards**

CITITRUST awards is the Organization's global recognition/award programme that drives performance and celebrates excellence. It promotes the recognition of exceptional performance displayed by individuals and teams at any level in the organization, who have made significant contributions over and above what is expected.

Our organization wants to recognize achievements and behavior that go above and beyond what is considered part of the day-to-day job. Our values are part of the way we do things. Values must be used to assess whether the performance, however extraordinary, is sustainable and ethical.

Before the CITITRUST award nominations are made, they must first be measured against the following considerations:

- ❑ A team or individual has shown superior performance and achieved remarkable results in that they performed beyond what is expected of them in their existing role.
- ❑ The team or individual has had significant and / or measurable impact in the work environment or on business objectives which could be quantitative and/or qualitative.
- ❑ The team or individual's all-round performance is worthy of further recognition.
- ❑ The team or individual meets ALL the criteria in the selected recognition category.

These are assessed under the following criteria: Sales Excellence, Service Excellence, Leadership, Teamwork and Innovation.

## **Section 9: Separation**

All forms of separation from the organization with the exception of exit as a result of death or retirement must be made in writing and signed by the initiating party.

Notice of separation at the instance of the employee must be received and acknowledged by his /her line manager (LM).

Any exit notice acknowledged by the line manager must be sent within 1 working day of acknowledgement to the Human Capital Management (HCM) for the commencement of the separation process.

### **I. Voluntary Separation**

This refers to separation from the Organization initiated voluntarily by the employee.

#### Resignation

Resignation of employment with the Organization is at will; this implies that an employee may submit notice of resignation at any point in time subject to whatever notice period has been prescribed in the contract of employment.

Employees are required to provide formal notice of resignation indicating the effective date of resignation to HCM through their respective line manager.

Employees resigning from the Organization are required to provide a notice period as follows:

- **Confirmed /Unconfirmed officers-** below the grade Assistant Manager are required to give two weeks' notice of their intention to separate from the Organization to allow a reasonable amount of time for a proper handover. Whilst their confirmed counterpart below the grade Assistant Manager are to give One Month notice of their intention to separate from the organization. Where the required notice is not given or the employee does not intend to continue in the Organization's employ during such notice period, the employee shall be required to pay two weeks/one month's gross salary in lieu of such notice.
- Confirmed Employees on grade levels between Assistant Manager – Principal Manager Two months' notice of their intention to separate from the Organization is required to allow a reasonable amount of time for a proper handover. Where the required notice is not given or the employee does not intend to continue in the Organization's employ during such notice period, the employee shall be required to pay two month's gross salary in lieu of such notice.
- Confirmed Employees on Assistant General Manager (AGM) grade levels and above -Three months' notice of their intention to separate from the Organization is required to allow a reasonable amount of time for a proper handover. Where the required notice is not given or the employee does not intend to continue in the Organization's employ during the notice period, the employee shall be required to pay three months' gross salary in lieu of such notice.

## **NB**

*Employees in Managerial Position (ie Managing Directors, Business Head, Chief Executives and Group Heads etc) with critical positions will be expected to give organisation three months' notice of their intention to separate from the organisation for Confirmed staff and 6 weeks for unconfirmed staff or pay it equivalent.*

## Organization **Involuntary Separation**

This refers to all forms of separation from the Organization which are initiated by the employer.

Involuntary separation includes:

- Termination
- Dismissal
- Incapacitation
- Redundancy

### Termination

The employment contract of any employee can be terminated by the Organization (or the employee) in accordance with the terms of the contract, and which terms specify the notice period (or payment in lieu thereof) that must be given to the other party. Where the Organization terminates an

employee's contract on this basis it will issue the employee with a notice that indicates that his / her employment with the organization is terminated. Accordingly, employees are required to submit a formal notice of resignation when exiting the employment of the organization. This is in line with the provisions of the Labour Act Cap L1 Laws of the Federation of Nigeria 2004, (the Act) which entitles either party to a contract of employment to terminate the contract of employment by notice to the other party.

Where the organization terminates the contract of employment of an employee without giving the required notice, such an employee will be paid either one month's basic salary or three month's salary in lieu of the notice period specified by his/her employment contract. Accordingly, where an employee resigns without giving the required notice period, such an employee will be surcharged either one month's gross salary or three month's gross salary in lieu of the notice period specified by his/her employment contract. The sum to be paid in this regard is dependent on the cadre/office of the exiting staff as at the date of termination of such contract.

#### Dismissal

Dismissal is an involuntary cessation of an employee's contract of employment with the Organization. It is a right exercisable by the employer (without attention to formal procedure as stipulated by the law or contract of employment) where the conduct of the employee is of some grave and weighty nature that it undermines the relationship of confidence which must exist between an employer and an employee.

Where an employee is dismissed, all entitlements including his /her salary will be forfeited.

Dismissal is a strictly no pay-out separation from the Organization.

#### Incapacitation

This refers to exit due to the inability of an employee to perform and deliver on assigned duties on medical grounds and where continuing in the employee's duty may constitute a hazard to the employees' and/or other employee's health. This condition must be verified by the Organization's authorized health care providers.

This separation type will be applied in conjunction with the extended sick leave policy. Employees whose employment are terminated as a result of incapacity, will be paid in line with the provisions of the redundancy policy. Confirmed employees who resign from the services of the organization as a result of incapacity and medical grounds will not be required to give prior notice and will not be surcharged in lieu of notice.

#### Redundancy/Downsizing

This refers to exits initiated by the Organization as a result of structural reorganizations. Separation as a result of a downsizing will be paid in line with the provision of the redundancy policy. All other entitlements due to the concerned employee will also be paid. Employees who appeal the downsizing decision and request that they be granted the option to a resign will, where the Organization accedes to their request, forfeit all benefits due as a result of the downsizing.

### **III. Retirement**



This applies to separation from the Organization by employees who have attained the retirement age of 60 as well as employees who have reached the age of 55 and wish to apply for early retirement.

This separation can be at the instance of either party as the Organization may advise an employee to proceed on an early retirement where deemed appropriate. In the event that the retirement request is at the instance of the Organization the guidelines for early retirement will be applicable.

#### **IV. Exit Interviews**

Employees separating from the Organization on the basis of a voluntary resignation are required to attend an exit interview. The exit interview provides employees with the opportunity to freely express views about working with the Organization.

All comments/feedback received during the exit interview will be kept confidential.

HCM shall be responsible for scheduling and conducting all exit interviews and shall also be responsible for compiling the data from exit interviews for presentation to relevant stakeholders for necessary management action where applicable.

#### **V. Death**

Separation due to the death of an employee will be made effective as of the date of death. Upon receiving notification of the death of an employee, HCM will commence processing of death benefits and other entitlements of the employee.

The Organization will provide relative support for the family of the deceased employee.



## **Section 10: DISCIPLINE**

### **STAFF DISCIPLINARY POLICY**

#### **INTRODUCTION**

Discipline is required to regulate the workplace and to ensure compliance with the Organizations' policies, procedures and values. Business/Group Heads shall have the duty and responsibility to ensure that reasonable standards of work and conduct are maintained to ensure the smooth running of the Organization.

CITITRUST expects a relatively high level of discipline and sense of responsibility from all employees.

#### **PURPOSE**

The purpose of this policy/procedure is to provide general guidance to supervisors in recognizing and taking appropriate disciplinary action in the event of unsatisfactory behavior and/or performance on the part of employees reporting to them. The objective of such disciplinary action is principally to re-enforce in all staff members the desire to meet the standard expected from the Organization.

#### **POLICY STATEMENT**

*No disciplinary action should be taken against an employee without an investigation to establish the facts. For this purpose, suspension from office pending the completion of investigation, will not constitute disciplinary action. During such investigation:*

*The employee should always be given an opportunity to state his case*

*The employee should always be informed of the outcome, and of any decision to take disciplinary action. Such advice should be given in writing with the exception of cases where the recommended disciplinary action is a verbal reprimand. In determining what disciplinary action should be taken, it must be ensured that the action proposed is consistent with laid down procedure.*

#### **Conclusion**

Thank you for taking out time to read the CITITRUST Employee Handbook. We hope that this handbook has provided useful insights into the policies, practices and procedures of CITITRUST, as well as the organization's expectations of you as an employee of the Group.

Please note that the handbook is not all- inclusive or intended to provide strict interpretations of our policies; rather it offers an overview of the work environment. It is therefore very important that you take out time to read the group policies, which shall be made available via e-mail.

Do feel free to ask questions, seek clarification or share ideas about any information within this handbook with your Human Capital Head, who will be more than happy to help you.

We wish you a rewarding career with CITITRUST.