




LEARNING & DEVELOPMENT POLICY

Reviews & Approvals

This Employee Learning & Development Policy document has been reviewed and approved by the undersigned:

Designation	Signature	Date
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1. INTRODUCTION AND OVERVIEW

Learning is part of Signal Alliance Technology Holding ("SATH", "the Company") culture. Employees at all levels are systematically encouraged to consider how they upgrade their knowledge and skills. The organisation determines training and development priorities. The responsibility for turning these into actions is shared among employees, line managers and the Human Resources. Experience and on-the-job training are the primary source of learning.

SATH employees understand the importance of continuous improvement, as well as sharing knowledge and ideas freely with others. Practices such as lateral professional development, extension of responsibilities, and cross functional teams are encouraged to acquire additional skills, enrich job content and widen accountability.

SATH recognizes that employees are key to achieving its Strategic Plan and objectives, and in order to achieve this, the Company promotes a continuous form of learning and development and provides access to learning & development opportunities for staff at all levels. This support is provided to enable employees undertake their responsibilities effectively and with professionalism; thus, enabling them to be responsive to the changing business environment.

SATH considers it appropriate to base training and development opportunities on the requirements of the business. Therefore, decisions about investment in employee's training and development will always be made in consideration of the needs of the business as well as the employees' individual needs. The development of our employees remains a cornerstone to our Company growth, and we will be managing this process with more discipline and consistency in both policies and process.

SATH believes that effective training and development will benefit both the individual and the Company and it contributes to the achievement of SATH's business objectives. These benefits include:

- High standards of work performance
- Greater understanding and appreciation of factors affecting work performance
- Sharing ideas and dissemination of good practice
- Effective management and implementation of change
- Building strong and effective teams
- Increased motivation and job satisfaction for individuals
- Professional development
- Greater understanding of SATH's business

This policy outlines the guides and procedures relating to learning & development in order to continually build capability, knowledge and skill, with the latest learning interventions.

The Policy encompasses all employees' Learning & Development (L&D) activities in the Company and establishes that the HR department will work in conjunction with the **PARTNERSHIPS & PROGRAMS unit**, to manage other technical trainings that will be provided from time to time by the OEMs -Original Equipment Manufacturers.

The SATH Learning & Development objective is to support SATH's business growth by:

1. Building highly capable leaders across all levels/grades
2. Developing employees in their functional areas with both technical and non technical skills
3. Establishing SATH as the employer of choice that attracts, develops and retains top talent in Nigeria.

Learning and development can be defined as any activity designed to build capability by improving, updating or refining employees' knowledge, skills and ability. It encompasses a range of activities including, involvement in various projects, attendance at learning courses, conferences or seminars, business visits, job shadowing, job rotations, formal study, coaching, mentoring, programme learning, focused group discussions, group and Individual projects.

All employees are encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by the organization. This includes analyzing their own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development.

The SATH Talent & Learning team within the HR department will monitor and evaluate Learning/Development activity periodically based on business objectives. All employees are expected to participate in the evaluation of Learning and Development on completion of any Learning & Development activities.

2. SCOPE

This policy covers the Learning & Development need analysis, delivery and evaluation for SATH's employees and its subsidiaries. It is applicable to all company-wide learning and development programs and interventions.

3. PURPOSE

The purpose of this policy is to establish SATH's commitment to its employees' development in order to deliver its business objectives. By so doing, we will:

- Cater for the continued development of qualified professionals;
- Maintain quality and value to enhance personal growth;
- Make jobs challenging and interesting;
- Increase productivity, performance, groom future executive etc. and
- Motivate and retain talent.

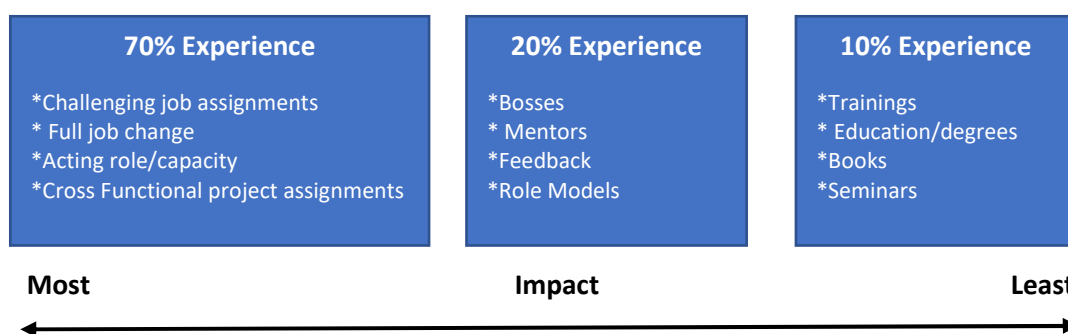
4. POLICY STATEMENT

Signal Alliance Technology Holding is committed to continuous development of employees to improve and sustain competitive advantage in the industry and achieve strategic objectives.

5. GENERAL PRINCIPLES

This policy sets SATH's general L&D principles as detailed below:

- 5.1. Signal Alliance Technology Holding is committed to ensuring equality of learning opportunities; hence, no staff will be excluded from learning on the grounds of gender, marital status, family status, religious belief, disability, age, racial grounds (race, colour, nationality or ethnic origin) etc. SATH's Part Time and Fixed Term Staff may from time to time be included in learning and development opportunities appropriate for their role. This is however an exception and will only be approved by Management.
- 5.2. Individual development plans (IDPs) shall form part of employee's development process and they shall be for the following purposes - to build the employee's capability for increased effectiveness in/mastery of current role; to build a person's capability and increase readiness for a next envisaged role and to build a person's capability and increase readiness for an envisaged horizon role – destination role.
- 5.3. Individual development plans are a joint responsibility of the staff and respective Line Manager. SATH has adopted the '70:20:10 philosophy' towards building an individual's capability i.e. 70% experience, 20% relationship and 10% formal development as detailed below:



- 5.4. Employee's Individual Development plans shall include a development goal (as indicated in the balanced score card) and based on feedback provided during periodic performance reviews.
- 5.5. The development plan goal is about selecting a skill, behavior or experience area that will have the most impact on employees' performance and or the performance of a team.
- 5.6. Where possible, development activities will draw on the knowledge, skills and ability of SATH staff. This has the advantage of allowing coaching, mentoring, knowledge sharing and on-the-job training to be given in a way that is directly applicable to the work context, and highly relevant to the employee.
- 5.7. SATH Learning team in conjunction with the Partnership & Programs unit, shall leverage new learning technologies for OEM specific trainings and certifications in order to ensure faster, more efficient and just in time learning.
- 5.8. It is mandatory that all new employees in the organization must pass through an induction program to educate them about SATH and equip them with first line knowledge of the Company's history, values, strategic direction, business activities, organizational functions and the specific responsibilities of their job position.

The induction programme shall be divided into two (2) parts namely:

- **General induction:** to provide an overview of the organization and its values, strategic business objectives, organisational structure, business model, policies, procedures etc. This shall be managed by the Talent & Learning Advisor within the HR department. An integral part of the General induction shall be the acquaintance of new employees with HR Policies and other general and relevant policies/practices of SATH as well as the delivery of these documents to the employee (in a controlled environment). The duration of this programme should not be more than one (1) week.
- **Business Unit induction:** This is considered as unit/practice-specific induction and the aim is to introduce the employee to the staff's department and the various work processes within the practice. This will be coordinated by the respective Practice leads, line managers or Unit Heads. It is mandatory that the new employee be exposed to hands-on/practical modes of operations at least for an additional one (1) week before becoming responsible for any role activities.

- 5.9. When the Company invests in the employees through training and development programs, it is expected that employees will in return use the skills acquired during the training to deliver value for the Company in a manner that allows the Company to have returns on investment. However, where an employee exits the Company, the benefits to the Company is defeated. It is on the premise that the Company seeks to introduce a training bond that specifies the expected payback by employees in the form of compensation to the Company whenever they decide to exit the Company before the expiration of an agreed period. The Human Resource Department shall manage and ensure that the training bond is duly executed by the Employee.
- 5.10. All exams paid for by the Company will be used for competencies on the Company's site for a period of one year after which the recipient can dissociate himself/herself from the site. Should the recipient decide to dissociate from the site before the end of one year counting from the day he/she passed the exam, he/she must refund the money paid by the Company for such examination. Please refer to SATH's Exam Agreement Document.
- 5.11. Where suitable quality learning opportunities exist within Nigeria, these shall be preferred to similar learnings offered overseas. The SATH Chairman's approval or in his absence, the Board's approval is required for all overseas learning interventions. For specific learning and development interventions or Leadership Development Programmes, where either the cost or the impact is considerable, the employee shall be required to sign a commitment bond.
- 5.12. The duration for the Company's training bond shall be twelve (12) months. Where the employee signs a training bond and also completed the training, but leaves the Company before the expiration of twelve (12) months, the employee shall be required to pay back to the Company, the training expense

which shall include the course fees, and logistics costs - being flights and hotels bills - if these are expended by the Company during the training.

- 5.13. Notwithstanding the above clause, it is mandatory that employees must sign a bond agreement for all exams and certifications and are required to pay back if they intend to exit within one year after the certification/exams. Where an employee refuses to sign the bond agreement, the terms of the agreement shall be binding on the employee if the company has paid for the training and the employee has attended or is still in the course of the training.**

5.13.1. See the table below for more clarity:

Types	Bond	Repayment when leaving before twelve (12) months
Certifications	Yes - 12 months	Refer to terms in Exams/Certifications Agreement
Exams	Yes – 12 months	Refer to terms in Exams Agreement.
Other trainings paid for by the Company (local/foreign)	One year bond is applicable if cost is above N300,000	Refer to terms in Training Agreement.

For the purpose of effecting a training bond on an employee under this policy, the definition of cost shall include the course fees, and logistics costs being flight and hotels bills if it is overseas training.

Where an employee refuses or rejects the execution of a bond document and thereby declines a training and development opportunity, the employee may choose to pay for the training and development personally without any liability to the company. If the skill to be acquired forms part of the developmental needs of employee and such skill remains unacquired by reason of neglect or refusal of the employee to execute a bond document, the failure to acquire such skill required for improved performance by employee **may become a basis for the termination of the employee's employment, where underperformance persists or where there are elements of performance gaps in relation to the skills.**

On completion of any learning programme, employees shall be required to submit a copy of their certificates to the HR department for records or upload the same on the ERP as provided.

- 5.13.2.** Staying relevant and up to date in your profession must be a priority for all employees. **The company will pay annual subscriptions for any relevant requirement needed to update its certification or professional body as the need arises. In such case, the staff in question will be notified to provide the subscription invoice for the payment.**

6. LEARNING & DEVELOPMENT RESPONSIBILITIES (L&D)

Learning and development needs arise to meet individual, team and ultimately organization's objectives. Senior management, managers and individuals have a role in ensuring the following:

6.1. Employees:

It is the responsibility of each employee to identify the learning intervention that will assist them to effectively undertake their roles. Where possible, individuals may identify appropriate learning interventions to support a discussion with their manager:

- 6.1.1. Participate in pre- and post- L&D activity discussion with their managers.
- 6.1.2. Attend L&D activities and complete all evaluations that take place at appropriate points as required by the organization.
- 6.1.3. Update/upload qualification/competency details for any additional (internal/external) L&D activity.

6.2. Line Managers:

It is the responsibility of Line Managers to:

- 6.2.1. Identify employees' Learning and Development needs to meet individual, team, area and organization's objectives.
- 6.2.2. Undertake a pre and post Learning and Development discussion to agree and record the aims and impact/benefits of the development respectively.
- 6.2.3. Encourage their employees to identify L&D needs in line with the agreed career goals/aspirations.
- 6.2.4. Responsible for guiding and coaching employees to succeed in their current positions, therefore, it is their responsibility to identify learning and development needs of the direct report.
- 6.2.5. The agreed learning and development activities are shared between the Line Manager and the employee, supported by the HR department, while the company will in turn provide appropriate learning and development intervention, by allocating the required financial budget.
- 6.2.6. Various people may be involved in supporting the development of others; Line Managers, employees, networking contacts, mentors etc. Development by these means may take many forms, including, for example, one-to-one discussions, seminars, secondments, hands-on demonstrations, team meetings and coaching.

- 6.2.7. The Employees and their respective managers are responsible for identifying and recording L&D activities required to achieve the success of the L&D.
- 6.2.8. The Line Managers shall meet regularly with team members to review progress with performance and development objectives and refresh the plans agreed in the KPIs as well as at their annual Individual Development Plan - IDP.
- 6.2.9. Line Managers are responsible for reporting on the effectiveness of any staff development programmes to the HR Department.
- 6.2.10. At least three (3) weeks' notice must be provided to the HR department for any training opportunity that will be paid for by the Company in order to process employee nominations for the training and to ensure compliance with the notice requirements set by Industrial Training Fund (ITF) for all training reimbursement claims.**

6.3. Leadership of the Organisation:

It is the responsibility of Executive Leadership Team members to:

- 6.3.1. Approve their department's L&D plan which identifies employees' Learning & Development needs, priorities and budgetary provision in line with their Business Plan.
- 6.3.2. Scan the environment to analyze and evaluate internal conditions and external factors that affect the organisation and their area and thus ensure employees are adequately developed to cope with a changing landscape.

7. IDENTIFICATION OF LEARNING & DEVELOPMENT PLANS:

Learning and Development (L&D) takes place either formally or informally and occurs in many forms: Mentoring, Coaching, stretch assignments, Books, Courses, Workshops, Online materials, Conferences, Meetings, Action Learning, Self-study, Reflection, secondments or business visits, etc. L&D needs will arise at various times as outlined below:

7.1 Reviewing the Business Plan

Reviewing performance against the Business Plan and establishing new objectives in an ongoing process may result in learning & development being identified for teams or individuals.

7.2 Restructuring or change in area objectives

Change is ongoing and may be identified as a result of internal organisational development or the external environment. Consideration must be given to significant change and the resulting impact on employees and their development needs to cope with the changing demands of their role.

7.5 General Skills Learning & Development for Employees

Some dedicated learning interventions aim to bring together employees from different departments for cross-functional learning interventions, especially for soft skills development, personal effectiveness, leadership development etc.

based on organization rolling plan and strategic direction as well as input into the development of the next generation of leaders.

8. LEADERSHIP & BEHAVIOURAL COMPETENCY MATRIX

The table below shall serve as the basis for identifying and determining the expected competency levels for Leadership & Behavioral competencies, based on the staff categorization provided. The essence is to understand the critical developmental gaps for any employee and the expected training intervention that will be required in order to prepare the employee for the next level of leadership in the business. This shall constitute the **"BUILD"** strategy of SATH's Learning & Development.

Description	COLOUR CODE
Expert	5
Proficient	4
Intermediate	3
Advanced Beginner	2
Beginner	1

<u>LEADERSHIP & BEHAVIORAL COMPETENCE AREAS</u>	Expected Levels			
	<u>Graduate Interns/Trainees</u>	<u>Team Leads</u>	<u>Extended Leadership</u>	<u>Leadership/ Management Team</u>
Communication skills	3	4	5	5
Customer Service	3	4	5	5
Business Etiquette	2	3	5	5
Relationship Building	2	4	5	5
Integrity	5	5	5	5
Team spirit	5	5	5	5
Results Oriented	4	5	5	5
Business acumen	2	5	5	5
Problem solving	3	4	5	5
Product knowledge	1	3	4	5
Conflict Management	1	3	4	5
Planning & Organization	1	2	4	5
Strategy Orientation	1	2	3	5
Coaching	1	3	4	5
Emotional Intelligence	2	3	4	5
Time Management	3	5	5	5
Delegation	1	3	5	5
Decision Making	1	3	4	5
Business Intelligence	1	3	4	5
Self Awareness	3	4	5	5
	45.0	73.0	91.0	100.0

In a bid to ensure that the competency gaps are properly managed, the Company shall use her best endeavours (subject to affordability) in ensuring that employees undergo the required developmental programs aimed at building internal capacity, while also equipping employee for leadership readiness.

Essentially, the table below specifies the expected training/development programs (non-technical) for employees based on the defined categories. As much as possible, the Company shall continue to partner with credible learning and development providers that will deliver the right development outcomes for SATH's employees.

General Leadership & Behavioral Training Requirements (Soft Skills)

Learning & Development Areas	Graduate Interns/ Trainees	Team Leads	Extended Leadership	Leadership/ Management Team
Business Etiquette & Lifestyle Branding Program	✓			
Graduate Trainee Academy	✓			
Leadership Development Program (Presentation Skills Embedded)		✓	✓	✓
Business Networking & Relationship Building		✓	✓	
Personal Branding & Corporate Etiquette for Directors				✓
Executive Leadership Program				✓
Communication Skills for Engineers (In-house/External Facilitators)	✓	✓	✓	

9. NOMINATIONS FOR LEARNING & DEVELOPMENT PROGRAMS

LEARNING ACTIVITY	ELIGIBILITY	NOMINATION PROCESS	APPROVAL
Executive Coaching	Executive ONLY Level	HR shall nominate based on talent and performance discussions with Group Executive Director/Chairman SATH	Group Executive Director/Chairman SATH
Mentoring	All employees in the organization	Employees are advised to nominate mentors in the business based on the skills they intend to acquire. The mentor can accept and reject.	Not required
General Skills Training	Open to all employees	Nomination via HODs to HR Department.	HODs, GHR, Group Executive Director (GED)

LEARNING ACTIVITY		ELIGIBILITY	NOMINATION PROCESS	APPROVAL
Technical Skills Training		Open to all employees based on competency needs/certification requirements.	Nomination via HODs to Partnership & Programs. Nominations must be free and not biased. Where a bias is observed, the nomination shall be rejected by HR.	HODs, GHR, GED
Talent Development/ Leadership programs		Current leaders and their potential successors.	Nominations via HODs to HR	Chairman SATH/GED

10. CANCELLATION

- All cancellations should be made at least 5 working days before the training date and must be accompanied by the Line Manager's approval. *(This is based on the assumption that registration was concluded prior to the training date and the communication was made to the staff in ample time.*
- **Line Managers or their departmental cost centres shall be held financially accountable and may be debited if they prevent their employees from attending the training that their employees have been registered to attend and training costs have been fully paid.**
- **All SATH employees shall personally be held financially accountable if they don't attend any training scheduled for them and which have duly been registered. 100% of the course fee will be charged to the departmental cost centre or employee's account depending on reasons for cancellation. This would apply to both internal and externally delivered programmes. Any exception to this rule would be by the provision of a justifiable reason for not attending the training and must be authorised by the Head of Business and communicated to the HR department before the training date.**
- **In the case of unforeseen circumstances or events such as, bereavement, illness, sudden business travel or engagement, the outlined penalties will not be applied.**
- If a course is cancelled by SATH, the employee will be notified and the employee or the HR representative, as applicable, shall ensure that any travel arrangements for travel and accommodation are cancelled.
- If an employee cancels their attendance for a course, they must have approval from their Head of Department to do so.
- Erring employees who violate the cancellation notice requirements **twice** without justification as outlined in this policy document, will be blacklisted and will not be allowed to attend trainings for that financial year.

11. OTHER TRAINING RELATED MATTERS

11.1. Travel

Employees are responsible for managing their travels to the training venue for intra-state movements. The booking of any interstate or international travel for training should be done in line with the existing travel process.

11.2 Accommodation

When attending a residential course out of state, employees shall have accommodation booked on their behalf by the Company. An employee is required to stay within the accommodation provided and booked by the Company. The course details or joining instructions will state whether accommodation costs are included as part of the overall training course fee or are to be settled by the employee and claimed back as business expenses.

12. CORRESPONDENCE COURSES/EXAMINATION

Employees would be encouraged to take correspondence courses/exams, which are job-related and that would assist in improving the standard of work. **The passing of an examination does not in itself achieve recognition by way of an increase in salary or promotion.** It is however expected that the training will be reflected in the employee and thereby earn the employee recognition. In certain cases, an employee may be required as part of their training to take a correspondence course/certification exam in which case, the complete cost of such course will be borne by the company.

13. MONITORING & EVALUATIONS

Learning and Development activities will be evaluated in respect of their effectiveness from both a Company and a personal perspective.

Evaluation starts at the outset of the learning cycle by identifying evaluation criteria both for the course and for the individual at the stage when learning is applied for, or when delegates are invited to attend learning.

Both the individual and the Line Manager shall take time to reflect on what both will notice has changed or indeed what will no longer happen, after the learning that will tell both the individual and the Line Manager that the learning objectives have been successfully achieved.

The employee and Line Manager shall also agree on how the learning will be put into practice and what, if any, support will be required to implement the learning from the learning undertaken.

This may mean, for example, identifying particular work tasks or projects where the learning can be used, and new skills practised. The Line Manager and employee should meet to evaluate the extent to which agreed development activities have achieved the intended objectives and, where necessary, plan the next steps.

Unplanned development opportunities that arise during normal work activity should also be reflected upon in order to identify how this might improve future work activities.

On completion of any internal or external course, the employee will be required to complete a course evaluation form to be provided by the Talent & Learning Advisor to the employee and which is returned to the HR department or uploaded on the ERP upon completion. Analysis of the evaluation forms gathered will be used within the overall evaluation of learning and development of the employee.

The HR department is responsible for analyzing learning and development evaluation forms and feedback provided with regard to the effectiveness of learning and development activity and where necessary, take follow up action. The evaluation data will inform future provision with regard to advising staff members on learning and development solutions.

All internal and external L&D activity occurs at a cost, so the organization expects managers to monitor & evaluate the impact and benefit of L&D activity to ensure appropriateness, quality and cost effectiveness in order to understand area(s) where improvements are needed.

14. EXCEPTIONS:

Notwithstanding all the above aforementioned policy, procedures and processes, the Executive leadership of the organisation has unreserved authority to exercise discretion without reference to this policy document, if he/she is of the opinion that certain learning interventions outside the annual learning plan is urgently required in response to business needs or other certain mitigating factors that are likely to threaten the competitive advantage of the business and/or ability of the Company to seamlessly achieve its predetermined objectives.

In addition, the Executive leadership of the organisation reserves the right to suspend, withdraw and/or consolidate all or part of this policy as may be deemed appropriate in response to conceptual business decision provided that notification has been given to employees.