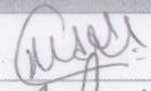
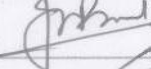
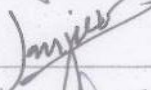



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Version Control					
Version No.	Date	Source	Sections Updated	Reason for change	Description of the Change
3.0	01/03/2011	Tonye Boham	Whole Document	Align with business changes	Current management approval
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Approvals				
	Name	Job Title	Signature	Date
Approved By	Jubril Saba	Director Human Resources		9/07/2013
Approved By	Jaideep Paul	Chief Finance Officer		14/10/13
Approved By	Sanjeev Shrivastava	Head Business Excellence		17/10/13
Approved By	Deepak Srivastava	COO\ED		17/10/13
Approved By	Segun Ogunsanya	CEO\MD		21/10/13


Effective Date			Next Review Date	
Date	Month	Year	Month	Year
21	OCTOBER	2013	NOVEMBER	2014

Business Excellence
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1. SCOPE

This policy covers official travel, training, conferences, seminars, and other travel activities related to employees performing duties or work related to the operations of Airtel Networks Limited. Also includes but not limited to Regional and Zonal Offices

2. OBJECTIVE

To ensure effective control over the processing, administration and authorization of advances and subsistence & travel expenditure while ensuring employees' compensation reflects the Company's values and Group guidelines


3. DEFINITION

Definition / Abbreviation	Meaning
AP	Accounts Payable
S&T	Subsistence and Travel
Airtel Nigeria	Airtel Networks Limited
Base Country or Location	Refers to the employee's primary country or location
Cost Centre	A cost center is a part (unit/function) of the company to which costs would be allocated to

4. APPLICABILITY

The policy is applicable to the following:

- Airtel Nigeria employees required to travel on approved Company business.
- Prospective employees required to travel at the Company's expense to attend interviews or any other approved Company related trip.
- Any individual who is required to travel on approved business trips on behalf of the Company or travel granted as part of employee benefits (contract of agreement).
- International Assignees or Group staff seconded to Airtel Nigeria.

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5. GUIDELINES

5.1. TRAVEL

Travel must be consistent with the requirements of the business and should be conducive to accomplishing business objectives in a cost-efficient and effective manner. Tickets issued for business trips shall remain the property of Airtel Nigeria at all times and shall not be exchanged either for cash or for tickets of a lower value under any circumstances.


The following classes of travel is applied to air travel within and outside the country:

5.1.1. Local Air Travel

Economy Class of travel is applied for Vice President bands and below, while Business Class travel is applied to Senior Vice President band and above for air travel within the country.

5.1.2. International Air Travel

- 5.1.2.1. Business Class travel shall be applied to Vice President Band and above on all International flights.
- 5.1.2.2. Business Class travel shall be applied to other employees (not covered in 5.1.2.1) when travelling over eight hours of continuous flights inclusive of stop-over time.
- 5.1.2.3. Economy Class travel shall be applied to other employees (not covered in 5.1.2.1) on flights less than eight hours.
- 5.1.2.4. All travel shall be made on the best fare basis, unless there is significant inconvenience or an urgent meeting requirement.
- 5.1.2.5. Employee personal Frequent Flyer Programmes airlines and hotels will only be used where the Company can achieve better prices, as a result of such programmes.
- 5.1.2.6. The CEO\MD or COO\ED approves all international travel for their respective reporting functions.
- 5.1.2.7. Travel forms are processed through respective Functional Heads, Chiefs and should be forwarded to the CEO\MD or COO\ED for final approval.
- 5.1.2.8. Requests are submitted to the CEO\MD or COO\ED a minimum of 7 working days before the travel date.
- 5.1.2.9. Expenses incurred on travel of spouse are reimbursed only when their presence is necessary and subject to prior written approval from the CEO. The spouse of an employee is also governed by the same guidelines (e.g. class of travel) that are applicable to the employee.

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5.1.3. Travel restrictions


- 5.1.3.1. No employee is permitted to travel in a single engine fixed wing aircraft on Company business.
- 5.1.3.2. Five or more management staff (i.e. Vice President upward) may not travel together on the same flight. Any exception to this requirement is approved by the CEO\MD.

5.1.4. Visas Applications

- 5.1.4.1. An employee who wishes to travel overseas is responsible for ensuring that his/her passport and other travelling documents are suitable & eligible for travelling (e.g. expiry date checked etc.)
- 5.1.4.2. Visa applications must be submitted to the Visa Application Desk in line with the estimated processing period per location (*See Appendix A*).
- 5.1.4.3. Where an international Company invites the employee, the invitation is attached to the visa application. If the employee is going for business purposes, a schedule of companies and persons to be visited must be attached to the visa application.
- 5.1.4.4. For business trips to other Airtel operations, visa applications are done with the help of the host country.
- 5.1.4.5. All visa costs for official travel is borne by the Company.


5.1.5. Flights Booking

- 5.1.5.1. All Company international and local travel bookings (where applicable) are done through the HR Employee Services.
- 5.1.5.2. For Local trips, all approved documents should be received by the S & T department at least two (2) working days before intended trip while for international travel, approved documents should be received at least five (5) working days before intended trip.
- 5.1.5.3. S & T choice of flight is based on best fare rate and not on employee's preference.
- 5.1.5.4. In cases of cancellation and/or rescheduling of flights, employees are to notify the Travels Desk within 1 hour of the scheduled departure of the flights.
- 5.1.5.5. Expenses incurred through non-adherence to 5.1.5.4 is charged to employee and deducted through payroll.

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5.2. ADVANCES/ALLOWANCES


- 5.2.1. Advances/allowances are granted ONLY upon receipt of duly approved online Travel Requisition and Advance form. Approved Travel Requisitions and Advance Forms are submitted online to S&T at least two (2) working days before the date of departure to ensure receipt of advances prior to travels.
- 5.2.2. Employees without an approved online Travel Requisition Form will not receive travel allowances.
- 5.2.3. Employee receives a travel notice upon approval of Travel request. **Employees are advised not to embark on travel without receipt of a Travel Advisory from the Travels Desk.**
- 5.2.4. Advance equivalent to the applicable job cadre is granted to all employees in line with **Appendix B** where applicable.
- 5.2.5. Where an advance has been initially collected by an employee, an Advance Reconciliation / Claim Form (**See Appendix D**), with supporting documentation attached must be submitted to the Accounts Payable Team (AP). This must be done within five (5) working days after the date of return from the trip.
- 5.2.6. Where an employee embarks on a trip without collecting an advance, an Advance Reconciliation / Claim Form (**See Appendix D**), with supporting documentation attached must be submitted to the Accounts Payable Team (AP). This must be done within ten (10) working days after the date of return from the trip otherwise the unclaimed amount is forfeited.
- 5.2.7. No further advances is issued to any employee if previous reconciliations have not been submitted to AP. Exceptions will be made where an employee is compelled to stay longer than anticipated without returning or where several consecutive trips occurs. In this case, the advances granted will have to be justified upon the employee's return.
- 5.2.8. Where the Advance Reconciliation and supporting documentation have not been submitted to AP within the stipulated time frame, the due advance is deducted from the employee's salary. (See Payment Management Process).
- 5.2.9. Where the cost of meals for approved seminars, conferences, trainings and official meetings is part of the registration fee, **Appendix B** is applied for both local international trips.
- 5.2.10. All Company related expenditures must be supported by valid receipts, till slips, tickets etc. Any claim without supporting documentation will be deemed private. Where such documents are not available, the functional head approves the expense.
- 5.2.11. Supporting documentation (where applicable) should include the following:

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- The vendor's name and address
- A stamp showing payment
- The date on which the expenditure was incurred.
- The amount and nature of the expenditure.


5.3. TRANSPORTATION

- 5.3.1. For local transportation, movement outside airport shuttle is based on Mileage Claims (refer to 5.3.4) within Inter-City. Eligibility for this is based on operational travels outside employees region and not receiving Car Allowance/Benefit or SIP.
- 5.3.2. In case of international trips, all employees are eligible for taxi reimbursement to and from the airport in the base and host country. Where reliable taxis are unavailable or potentially unsafe, the hotel transport costs is reimbursed.
- 5.3.3. For tax control purposes, genuine receipts must be supplied as justification for the above expenditures to AP.
- 5.3.4. Employees are to request for mileage claims for Interstate travel when either personal vehicles or commercial vehicles are used to execute Company business with a pre-approval from the respective Functional Head. In both cases a mileage allowance of N50.00 per kilometer is claimable by the employee.
- 5.3.4.1. The computation of mileage is based on the actual round trip between the employee normal work station and the travel point.
- 5.3.4.2. In dispute situations, the S & T department determines the reasonable claimable mileage for distances and the decision will be based on commercial taxi rates for respective trips.
- 5.3.4.3. Where two or more employees travel are travelling to the same location at the same time, pooling of vehicles within reasonable comfort should be done and only one mileage claim document should be presented.
- 5.3.4.4. All transportation by water is handled at the Regional level by the HRC.
- 5.3.5. Employees get an advance for airport shuttle where applicable in line with **Appendix C**.
- 5.3.6. Employees are not allowed to charter a boat where transportation is by water.
- 5.3.7. Where an employee embarks on an operational trip within the same state but the distance between the location and employee's base location exceeds 50 kilometers, the employee is eligible to Mileage Claims (refer to 5.3.4)

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5.4. ACCOMODATION

- 5.4.1. Employees requiring accommodation must ensure that approved Travel Requisition Forms are received by Travels Desk at least two (2) working days before proposed check-in date.
- 5.4.2. S&T Travel Desk books Bed & Breakfast accommodation for both and international travel for all employees. Where this is not possible, Annexure 3 is applied and employee advised accordingly.
- 5.4.3. Accommodation are booked based on corporate agreements with identified hotels through service providers
- 5.4.4. Should an employee be travelling to a country where Airtel has an operation, Airtel Nigeria Travel Desk liaises with Travel Desk in that OPCO to assist with booking employees in hotels where they have corporate agreements.
- 5.4.5. Where there is no corporate agreement with any hotel in a certain location or no available room in a corporate hotel, the employee is provided with an advance to cover individual hotel rates at the location; this advance must be retired with supporting documentation to the Accounts Payable Team (AP) within ten (10) working days after the date of return from the trip.
- 5.4.6. Where the employee exceeds the individual hotel rate advised by S&T, the difference is deemed as private and to be paid by the employee. Any exception is validated by the employees' Functional Head and the S&T unit.
- 5.4.7. Where applicable, employees, consultants or visitors coming to assume duty or on temporary relocation, S&T provides accommodation in Company short-listed hotels in line with approved duration.
- 5.4.8. Where a signed agreement or an invitation requires that consultants or visitors be accommodated by the Company, a Travel Requisition Form is required. The form must be completed by the host Function or Unit and approved in line with S&T policy. In such cases, Airtel Nigeria bears the cost of daily meals at selected locations up to the limits defined in Appendix B. Daily meal cost are not cashable. The host unit is responsible for communicating these limits to their guests.
- 5.4.9. Employees and Company guests are entitled to laundry services at the hotels, if available. Where service is not available, employee bears the cost and is reimbursed after submission of the proper receipts or invoices to the Company. Expense is validated and approved by S & T.
- 5.4.10. Where a guest requires an extended stay, he/she must inform and agree required extension with the host Unit. The unit must get approval from the Functional Head and communicate requested extension to S&T at least 24 hours before initial check-out date.

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5.4.11. Employee can request to change accommodation previously booked by S&T on justified grounds, to the Head Employee Services (request must be approved by the employees' Functional Head). Where formal approval is granted and employee pays for new accommodation personally, reimbursement will be made upon claim presentation.

5.4.12. Where an employee unilaterally decides not to stay in a hotel booked by the Company, any expense incurred is charged to the employee's account and refunded to the Company by the employee.

5.4.13. Employee can choose to stay with relatives or friends while travelling on Company's business. In such circumstances, employee gets the full meal allowance and 20% in lieu of accommodation for the period.(see **Annexure 1B**)

5.5. INCIDENTAL BUSINESS EXPENDITURE

5.5.1. Entertainment

5.5.1.1. The purpose of incurring entertainment expenses must be in the interest of the Company and must be provided within the budget allocated to the cost center. It must be pre-approved by the relevant Functional Head, COO\ED and the CEO\MD.

5.5.1.2. Reasonable, customary entertainment costs directly related or associated with the active conduct of business for which the employee received prior due approval will be reimbursed on submission of valid receipts.

5.5.1.3. Business entertainment and/or Airtel Nigeria social events incurred costs must be authorized by the relevant Senior Vice President, the COO\ED and the CEO\MD before organization commences.

5.5.1.4. For tax purposes, entertainment expenses must be properly documented


5.5.1.5. Personal meal – includes expenses incurred by the employee towards meals for self only while on business trips. This must be line with appendix B.

5.5.1.6. Business meal– includes expenses incurred by the employee while on business trips towards meals for self and colleagues during which specific business discussions take place. Under such circumstances, the bill is paid by the highest graded employee present and the amount is claimed as BUSINESS MEAL EXPENSES.

5.5.1.7. Client meal- expenses incurred on entertaining clients while on business trips is reimbursed on approval by the CEO\MD or COO\ED in line with 5.1.2.7. This expense is claimed as CLIENT ENTERTAINMENT EXPENSES.

5.5.1.8. For any Business meal / Client meal expense above \$150, it is mandatory to provide the following details while submitting the food bills for reimbursement:-

- Date
- Purpose

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- Location nature or entertainment
- Name, Company & Designation of each attendee

5.5.2. Telephone

Telephone use on business trips is covered under the Staff Airtime & Cell phone policy.

5.5.3. Additional expenses

Expenses related to faxes, internet usage, tips, official levies and shipment of Company materials incurred during business trips is reimbursed to the employee upon return, after submission of the proper receipts or invoices to the Company subject to pre-approvals.


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6. AUTHORITY & APPROVALS

6.1. LOCAL & INTERNATIONAL TRAVEL APPROVAL MATRIX

6.1.1. All International Travels require 2nd level approval by the CEO/MD's or COO/ED for respective reporting function

Travel Type	Category	Approval Required
International & Local Travel	General Manager and below	◦ Functional Head
	Vice President and above	◦ CEO/MD or COO/ED
	Regional Employees <ul style="list-style-type: none"> ◦ Below ROD ◦ ROD 	<ul style="list-style-type: none"> ◦ ROD ◦ CSO
	Accompanied Travel (Spouse)	<ul style="list-style-type: none"> ◦ Recommended by employee's Functional Head ◦ Chief Financial Officer ◦ COO\ED ◦ CEO\MD

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7. SUMMARY OF RESPONSIBILITIES

7.1. EMPLOYEE

- 7.1.1. Functional heads have the responsibility for assigning employees to Business Travel and expenses within available budget.
- 7.1.2. Employee ensures all requests are duly approved by respective line manager and/or management staff. An employee, regardless of band, cannot self-approve travel requisition (ref: Approved Delegation of Authority Matrix).
- 7.1.3. The responsibility to state the purpose of a trip or details of incurred expenditure rests with the employee. Employees will use this policy as a standard when making travel arrangements.
- 7.1.4. The employee applying for the advance is responsible for ensuring that the Travel Requisition and Advance Form is properly filled approved and submitted to S&T at least two (2) days before travel.
- 7.1.5. The travelling employee is responsible for informing the Bank and Cash Department in Treasury of any special denominations required for foreign currency and also for collection upon availability.
- 7.1.6. It is the employee's responsibility to return all surplus currency to the Bank and Cash Department in Treasury and ensure a receipt is obtained for all returned currency. The surplus currency remains the property of Airtel Nigeria and is owed by the employee until submitted.
- 7.1.7. It is the employee's responsibility to submit an approved Travel Advance Reconciliation to AP with supporting documentation (i.e. receipts and invoices) within 5 working days after returning from the trip. Also keep copies of all documentation as justification of expenses.
- 7.1.8. Employees are required to promptly advise S & T in the event their business travel is cancelled. This is to avoid unnecessary payment to hotels due to no-show and to capture airline refunds

7.2. APPROVING AUTHORITY

- 7.2.1. It is the responsibility of the approving authority to ensure that the travel requirements and requests of the employee are necessary and in the interest of the Company (Airtel Nigeria) and within existing budget.
- 7.2.2. All approving authority review the monthly S&T report to ensure it complies with specified objectives of travel/transactions.

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7.3. ACCOUNTS PAYABLE TEAM

- 7.3.1. Ensuring that no additional advance is granted to employees that have not retired outstanding debts within the stipulated timelines
- 7.3.2. Ensuring that deductions to be made from the salaries of employees in violation of the Company's Policies and procedures are submitted to HR in time.
- 7.3.3. Submitting local/foreign currency requests to the Bank and Cash Department in Treasury

7.4. PAYROLL TEAM


- 7.4.1. Ensuring that deductions from employee's payroll as communicated by the Accounts Payable team are timely executed in compliance with Company policies and procedures as well as work legislation.

7.5. SUBSISTENCE AND TRAVEL

- 7.5.1. Processing and administration of travel and other petty cash advances; and ensuring that all travel requirements are in line with respective employee's job grade.
- 7.5.2. The Employee Services function is responsible for ensuring that all travel is booked under the terms of the policies set out in this document.
- 7.5.3. Act as liaison between the requesting employee and the S&T Service Provider.

8. CODE OF BEHAVIOUR


Employees on business travel are considered ambassadors of the Company abroad. Therefore, Airtel Nigeria expects all employees to abide by all the legal, safety, social and custom codes of practices of base and host countries

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9. APPENDICES

9.1. APPENDIX A: TIMELINES FOR INTRODUCTION LETTERS AND BUSINESS VISAS

S/N	EMBASSY/ LIAISON REQUEST	ISSUING INTRODUCTORY LETTERS	DURATION AT THE MISSION – PERSONAL	DURATION AT THE MISSION – BUSINESS
1	United Kingdom	2 Working Days from date of receipt	15 Working Days	2 Working Days(Business Select Scheme)
2	United States of America	2 Working Days from date of receipt	5 Working Days	As determined based on appointment
3	Ghana	2 Working Days from date of receipt	5 Working Days	5 Working Days
4	Kenyan Visa	2 Working Days from date of receipt	5 Working Days	5 Working Days
5	South African	2 Working Days from date of receipt	10 Working Days	10 Working Days
6	Other Africa Opcos	2 Working Days from date of receipt	7 Working Days	7 Working Days
7	All Schengen Visas	2 Working Days from date of receipt	17 Working Days	17 Working Days
8	India	2 Working Days from date of receipt	5 Working Days	5 Working Days
9	Other Business Visas for Vendors/Consultants	2 Working Days from date of receipt	As determined by the Mission	TBD
10	Other Embassy Introductory letters	2 Working Days from date of receipt	As determined by the Mission	TBD


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9.2. APPENDIX B: LODGING & MEALS

Accommodation Options	Applicability of Annexure-1A/1B/2	Applicability of Annexure-3	Applicability of Annexure-4
Option 1: while travelling for Business Travel and staying in Company arranged accommodation	NO Accommodation to be arranged by destination OpCo/Travel Desk	YES (Without receipts)	YES (receipt not compulsory)
Option 2: while travelling for Business Travel and staying in non-company arranged hotel accommodation	YES (With bills/receipts)	YES (Without receipts)	YES (receipt not compulsory)
Option 3: if an employee chooses to stay with relatives or friends while travelling for business travel to an OpCo/non OpCo location	Yes (Annexure 1B)	Yes	YES (receipt not compulsory)
Option 4: while travelling to attend company sponsored residential training programmes (where accommodation and/or all meals are provided)	NO	YES (Where meals are provided in the residential programme, employee will get 50% of meal allowance)without receipts	YES (receipt not compulsory)

See Annexures on following page

Please note Annexures 1A & 1B are based on the actual cities/locations and not the states

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LOCAL ACCOMODATION (HOTEL RATES): ANNEXURE 1A

	Zone A	Zone B	Zone C
Hotel Accommodation (3 – 4 Star)	Lagos, Abuja, Port Harcourt, Eket, Uyo, Calabar, Warri,	Sokoto, Ilorin, Maduguri, Yola, Ibadan, Bauchi, Jos, Benin, Enugu, Owerri, Kaduna, Kano, Asaba	All Other Cities and Towns
	₦	₦	₦
Above Senior Vice President	48,000	34,000	30,000
Vice President & Senior Vice President	42,000	24,000	20,000
Managers to General Manager	32,000	20,000	16,000
Below Managers	28,000	18,000	14,000

IN LIEU OF LOCAL ACCOMODATION: ANNEXURE 1B

	Zone A	Zone B	Zone C
In lieu of Accommodation	Lagos, Abuja, Port Harcourt, Eket, Uyo, Calabar, Warri,	Sokoto, Ilorin, Maduguri, Yola, Ibadan, Bauchi, Jos, Benin, Enugu, Owerri, Kaduna, Kano, Asaba	All Other Cities and Towns
	₦	₦	₦
COO\ED & CEO\MD	10,000	6,000	5,000

MAXIMUM LIMIT OF ROOM RATES FOR HOTELS PER DAY (INTERNATIONAL) ANNEXURE 2


Band	(US\$ / Day)		
	USA, Europe & Japan	Africa	Rest of the World
COO\ED & CEO\MD	\$275	\$250	\$200
Vice President & Above	\$250	\$225	\$175
Managers to General Manager	\$225	\$200	\$150
Below Managers	\$200	\$200	\$125

ANNEXURE 3- MAXIMUM LIMIT ON MEAL EXPENSE

All Bands (International)	\$50 per day
All Band (Local)	₦ 8,000 per day

ANNEXTURE 4- INCIDENTAL EXPENSES

As per band defined in Annexure 1& 2	10% of amounts defined in Annexure 1A & 2
-------------------------------------------------	------------------------------------------------------

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9.3. APPENDIX C: AIRPORT SHUTTLE COST IN NIGERIA

COST OF AIRPORT SHUTTLE		
AIRPORT	ONE TRIP N	TOTAL AMOUNT (TO & FRO)
LAGOS	4,500.00	9,000.00
ABUJA	6,000.00	12,000.00
PORTHARCOURT	6,000.00	12,000.00
OWERRI	6,000.00	12,000.00
ENUGU	2,500.00	5,000.00
KANO	3,000.00	6,000.00
MAIDUGURI	3,000.00	6,000.00
CALABAR	3,000.00	6,000.00
JOS	3,000.00	6,000.00
BENIN	3,000.00	6,000.00
KADUNA	3,000.00	6,000.00
GOMBE	3,000.00	6,000.00
ILORIN	2,500.00	5,000.00
KASTINA	2,500.00	5,000.00
SOKOTO	3,000.00	6,000.00
UYO	3,000.00	6,000.00
YOLA	3,000.00	6,000.00
MAKURDI	3,000.00	6,000.00
WARRI	3,000.00	6,000.00

