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Grace InfoTech Limited

HANDBOOK FOR STAFF

EXPERIENCE THE POWER OF LEGAL ANALYTICS



- Analyzes Strengths and Weaknesses of Legal Positions
- Annotates Laws of the Federation with Relevant Cases
- Identifies Locus Classicus
- Identifies Conflicting judgements
- Calculates Precedential Value Ratings
- Textbooks and Journals (Buy or Rent Online)
- Compiles Your Own Practice Notes
- And Lots more



Terms and conditions apply

YOUR ULTIMATE MASTER TOOL BOX FOR COMMERCIAL LAW AND PRACTICE



The Law Pavilion Solicitors' Toolkit is a one-stop shop for legal consultancy, designed to ease the work of a commercial lawyer. Widely referred to as the Central Bank of Commercial Law and Practice in Africa, it hosts a compendium that comprises of current and updated Laws of the Federation of Nigeria, rich and diverse standardized forms and agreements, current regulations from various MDAs including **CBN, SEC, BPE, FIRS, CAC, NBC, NCAA, NERC, NPA, PENCOR** etc, as well as commercial judgements from courts of first instance, Federal High Courts, State High Courts, National Industrial Courts, Tax Appeal Tribunal, and other invaluable resources.

ABOUT THIS HANDBOOK

We are pleased to present to you the GITL Employee Handbook, applicable to all employees of the company.

The purpose of this Handbook is to set out the terms and conditions of employment and provide answers to the questions you might have concerning your employment at GITL. It also contains the Code of Conduct and ethical guidelines for employees of GITL, as well as the company's expectations of you and an outline of the benefits that come with working at GITL.

The GITL Employee Handbook is an internal confidential document, intended to promote a common understanding of the Company's key human resources policies and your terms and conditions of employment. A copy of this Handbook is given to you and every employee for necessary guidance throughout your employment period.

Any reference in this Handbook to the masculine gender shall include the feminine gender and vice versa.

This Handbook is and remains at all times, the property of GITL. It is given to you on the condition that upon your disengagement from the company, for any reason whatsoever, you will return it as well as any other copies of it that are in your possession or control to HR department.

The company's Management must approve any exceptions to the policies contained in this Handbook. The terms and conditions stated in this Handbook are not exhaustive. Other terms and conditions of employment may be communicated to all employees from time to time, by way of circulars and/or amendments to the Handbook.

Please do not hesitate to contact the HR department for any additional information or clarification you may need.

OVERVIEW OF THE COMPANY-GITL

Grace InfoTech Limited is a nimble IT firm which seeks to beat competition in providing effective and cutting edge IT business solutions to her customers. The organization's service dimension includes:

- Software Development.
- Database Management.
- Website design and hosting.
- Systems integration.
- Networking and Network Management.
- Consultancy.

The monumental growth of the firm and the impact it has made in the market place far exceeds its relatively small size and short but remarkable history. It has provided pragmatic IT solutions to several organizations in different industrial sectors of the economy. By far the most remarkable impact of GITL has been in the development of e-library and e-solutions to its wide array of clients in the judicial and legal spectrum of the Nigerian system.

From a modest beginning, GITL has grown in its short history of existence, to a staff size of about 30, organized into 4 key functional areas, as follows:

- Software Development.
- Legal Research, Analysis and Publications.
- Administration, Accounting & Marketing.

And the growth in business scope and size even promises to be more rapid in the immediate years ahead!

SECTION 1

1.0 ENTRY INTO GITL LTD

1.1. Basis for Recruitment

- 1.1.1 Recruitment shall only be into established vacant positions where there is a continuous need for the type of work and where career development opportunities exist. Where the need arises the company may outsource some non-core functions or engage the services of a staff on contract.

1.2 Employment Categories

- 1.2.1 There are two (2) categories of employees at GITL. These are full-time and outsourced or contract employees.
- 1.2.2. Full time employees are payroll staff who are on indefinite and pension able employment with GITL.
- 1.2.3. All categories of employees shall be recruited centrally through the HR Department.

1.3 Minimum Educational Qualification

- 1.3.1. Full-time employees shall be recruited strictly on merit, having particular regard to qualification, experience and suitability for existing vacancies. The minimum entry requirement shall be a second-class (Lower Division) University Degree or Higher National Diploma (Upper credit). HND (Lower Credit) may be considered for experienced staff that brings in rare/valued skills.
- 1.3.2 Our recruitment exercises may be handled internally or contracted out to consultants, depending on the positions to be filled, and other considerations and exigencies. The recruitment process shall be free, fair and objective and seek to test candidates' knowledge, skills, aptitude and overall suitability for the vacant position being filled.
- 1.3.3. **O' Level Credit in Mathematics and English Language**
 - i. Candidates with less than 5 years relevant work experience –The existing policy will apply with no waivers granted.
 - ii. Candidates with at least 5 years work experience must have a minimum of 5 credits in 2 sittings at O'level. However, they are not required to have credits in Mathematics or English Language
 - iii. Candidates with more than 5 years work experience with relevant professional qualifications must have at least 5 credits but they would not be required to have credits in Mathematics and English Language

- iv. Company policy on English & Maths. Credit in both may be waived if candidate has more than 5 years experience and/or is bringing some rare/strong skills

1.4. Vacancy

- 1.4.1 Attempt will first be made to fill established vacancies internally. GITL will then resort to external resourcing, where the required skills and competencies for the vacant position do not exist internally.
- 1.4.2 The method of placement for internal resourcing shall be by internal advertisement by HR department. Only candidates that meet the minimum criteria for advertised positions will be shortlisted. In addition to the specific job-related criteria, candidates must meet the following;
 - a. At least 24 months in current position.
 - b. No disciplinary action/sanction or pending case.
- 1.4.3 Where a suitable candidate is selected internally, the transfer must be effected within 20 working days. Where a suitable candidate is not found, an external candidate may be sourced by HR, after the established vacancy has been recommended by line manager and approved by the M.D
- 1.4.4 Only medically fit candidates shall be engaged.
- 1.4.5 HR shall prepare offer letters for successful candidates and each candidate is expected to sign the copy of the offer letter, accepting the offer.

1.5. Maximum Qualifying Age

- 1.5.1 The maximum qualifying age shall be 27 years for entry level positions.

1.6. Assumption of Duty

- 1.6.1. New employees are expected to report at HR for initial formalities and to complete all necessary documentation.
- 1.6.2. The receipt of a satisfactory medical report is a precondition for assumption of duty. The effective date of engagement shall be on completion of assumption of duty form. The documents to be completed upon assumption of duty are;
 - a. Employee bio-data form.
 - b. Assumption of duty form.
 - c. Commitment to the preservation of the Company's Trust & Confidence Agreement

1.7 Identification Cards.

- 1.7.1 All employees are to be issued with employee identity cards which may be worn and displayed at all times in the company's premises or in any official capacity off the company's premises for easy identification and security reasons.
- 1.7.2 Employees who lose their employee identification card will be required to report the loss to HR. A new identification card will be issued only after the employee has produced a signed police report and sworn affidavit.
- 1.7.3 The replacement of lost/stolen employee ID card shall be borne by the company only once. Any loss or theft thereafter shall be borne by the employee.

1.8 Probation

- 1.8.1 Probation shall be for a period of six (6) months effective, from date of assumption of duty.
- 1.8.2 GITL reserves the right to withdraw the offer of employment before completion of the probation period, where performance during the period is deemed to be unsatisfactory. If necessary, the probationary period may be extended once for a maximum period of three (3) months to allow the probationer improve on job performance.
- 1.8.3 The company shall terminate the appointment of a new hire by giving two (2) weeks notice in writing or equivalent payment of basic salary in lieu of notice for non-management and one (1) month for management employees where, the new hire's performance is unsatisfactory, or where the company's policy on employee termination is applicable.

1.9 Induction Programme

- 1.9.1 Induction shall be for one day, covering different aspects of company's operations and policies. This affords new hires an introductory phase into the new workplace, helping them to familiarize themselves with their environment.

1.10. References

- 1.10.1 Two personal referees plus a previous employer's reference (where applicable).

1.11. Confirmation

- 1.11.1 Confirmation is done at the end of the mandatory probation period upon the receipt of the following:
 - a. Satisfactory personal, academic, professional (where applicable) and last employer references.

- b. Receipt of a satisfactory medical report from GITL's approved medical services provider.
- c. Satisfactory completion of the probation period and submission of general performance review form by the immediate supervisor to the HR department.

1.11.2 The confirmation of all staff shall be approved by the Managing Director.

1.12 Equal Employment Opportunity

1.12.1 GITL strives to assure equal employment opportunity based on merit, regardless of race, religion, tribal origin, colour, creed, sex, disability or marital status.

1.13 Hiring salary

All new hires shall earn salaries and enjoy benefits associated with the grades on which they are hired.

1.14. Other Employee Categories

1.14.1 Opportunities would be provided for a specified number of students annually (NYSC, students on IT attachment) to gain relevant work experience and professional insight into the careers they intend to pursue as part of the company's social responsibility.

1.15. Outsourced Employees

1.15.1 These are employees provided for the company on a temporary basis or under a contract with approved service providers. Contract employees shall be recruited and/or accepted by the company in line with approved qualifications required for the contract job.

SECTION 2

2.1. COMPENSATION AND BENEFITS

- 2.1.1 Compensation structure and amount shall be competitive and used to attract the right people across the various grades.
- 2.1.2 There shall be an annual compensation survey to ensure continuous competitiveness and attractiveness in line with business strategy.
- 2.1.3 Compensation shall be “value-for-money” driven. The company shall adopt an efficient tax management system.
- 2.1.4 Employees shall receive their salary once on the 25th of every month or last working day before 25th day of the month if 25th day falls on a weekend except in December when salary is paid on the 20th of the month (along with the 13th month or on the last working day before the 20th of the month, if the 20th falls on a weekend.
 - a. in a situation not limited to and including the existence of force majeure(unforeseen circumstances), the 13th month will not be paid along with December salary.
- 2.1.5 Various means of rewarding performance shall be institutionalized, such as, higher responsibilities to fast track, self development and mentoring, letters of commendation and award of plaques etc.

2.2. Insurance and Statutory Contributions

- 2.2.1 All employees shall be entitled to Insurance covers under the Pensions Assurance Scheme
- 2.2.2 Statutory contributions are to be made to the following bodies on behalf of employees:
 - (a) Any Pension Fund Administrator of an employee's choice and
 - (b) National Housing Fund.

2.3. Leave Allowance

- 2.3.1 Leave allowance already constitutes part of the monthly salary received by confirmed staff who has used up to 12 months in the company; therefore shall not be paid again.
- 2.3.2 Where an employee resigns from the company's employment on his/her own accord, and he/she has been confirmed but not yet used up to 12 months he/she shall forfeit his/her leave allowance in proportion to the annual leave entitlement received to the time of his/her resignation.
- 2.3.3 Where an employee takes his annual leave before resigning from the company's employment, he/she shall refund on a pro-rata basis, the

amount of the leave allowance to GITL in proportion to any leave taken in excess of his leave allowance at the effective date of his resignation.

2.4. Loans

2.4.1 Loans and advances are availed to employees who are eligible and in line with the operating guidelines for each scheme. Loans shall be available to employees based on the conditions stated below:

2.4.2 The total amount for monthly repayment/servicing of all loans must be within $33\frac{1}{3}$ of staff monthly take home pay.

a. PERSONAL LOAN

i. **Eligibility** – Employees must be confirmed with a minimum appraisal rating of 60% and above, and must have spent minimum of one year in the service of the Company.

ii. **Amount** - 100% of Annual Basic Salary.

iii. **Interest Rate** – 5%

iv. **Repayment period**- 2 years

2.4.3 Monthly disbursement limit: The company shall set apart a given amount as revolving personal loan limit. The value shall be determined by Management, as advised by Finance & Admin department. Personal loan shall be disbursable once in a month. Monthly repayment will form basis for treatment of subsequent applications on first in first out (FIFO) basis.

2.4.4 Procedure & approval:

The loan application must be recommended by immediate supervisor through the head of department to the HR. HR checks that pre-conditions are satisfied, the Managing Director approves, and Accounts department disburses. All loans will be processed by the Accounts department

2.4.5 Priority:

The loans will be given on a First-In-First-Out (FIFO) basis but can be fast tracked based upon employee's higher appraisal rating.

b. VEHICLE LOAN

i. **Eligibility** – Employees must be confirmed staff with a minimum appraisal rating of 60% and above, and must have spent minimum of 3 years in the service of the company.

ii. **Minimum grade** - Assistant Manager

iii. **Amount** - 1 year Annual Basic Salary + Housing + Transport

iv. **Interest rate** – 5% per annum.

v. **Repayment period** – 3 yrs

2.4.6 The Vehicle Loan shall be a revolving loan. Management shall set a global limit, as advised by Finance & Admin.

c. **MORTGAGE LOAN**

i. **Eligibility** – Employees must have spent minimum of 5 years in GITL's employment plus a performance appraisal rating of 60% and above in the preceding appraisal year.

ii. **Minimum grade** – Manager

iii. **Qualifying Amounts:**
5 years Annual Basic Salary + Housing + Transport

iv. **Repayment period:** 10 years.

2.4.7 **Security:** Deposit of title documents with GITL and execution of mortgage deed.

i. **Interest rate** – 4% per annum.

2.4.8 The mortgage Loan shall be a revolving loan. Management shall set a global limit, as advised by Finance & Admin.

2.5. **Transportation**

The GITL normally shall provide transport to facilitate the performance of official duties. Where transport is not provided, the company shall pay a reasonable allowance to cover expenses incurred.

In the event that the employee uses his personal vehicle, N100 per kilometer allowance shall be paid subject to periodic review.

2.6. **Weekend Allowance**

In the circumstance that weekend work is within the normal 40 hour- week, an employee shall not be entitled to weekend allowance.

2.6.1. In the circumstance that a staff has to work overtime or on weekends, in excess of the normal 40 hour-week, an employee within Junior Staff cadre will be entitled to weekend allowance applicable to his/her grade subject to the approval of line managers. The value of week-end allowance shall be set by Management, as advised by Finance & Admin department.

2.7. **Payment on Medical Invalidation**

2.7.1 This occurs when the GITL's Medical Advisory Panel certifies an employee permanently unfit for work in GITL.

2.7.2 An employee invalidated on medical grounds will receive, in addition to

the normal exit payments, an ex-gratia sum of one (1) year's salary (i.e. basic salary + housing + lunch + transport) provided the employee has served the company for not less than a period of five (5) years. Employees who have served for a shorter period are paid on a pro-rata basis

2.8. Long Service Award

2.8.1 HR shall make available to the committee on long service award a schedule of long service award recipients duly approved by the Management. HR shall organise a long service award ceremony annually at the end of each year, subject to management discretion. The ceremony shall focus on rewarding qualified employee, for their commitment to the company.

2.8.2 Gift awards and certificates would be issued to employees who have spent 5, 10, 15, 20, 30 and 35 years in the organization's employment as stated below:

2.8.3	No of years	Amount
	5	N50,000
	10	N65,000
	15	N70,000
	20	N80,000
	25	N125,000
	30	N300,000
	35	N1,000,000

2.9. Professional Bodies & Affiliation

2.11.1 The Company will provide all required encouragement and assistance for staff to belong to relevant professional bodies. In this regard, staff may be reimbursed 50% of the cost of sitting for relevant professional examinations, if they succeed in such examinations. GITL will also bear the cost of annual membership subscription for staff in such professional bodies.

2.10. Public Holidays

2.10.1 GITL shall observe all public holidays declared by the Federal Government and shall notify all employees at least a day before the holiday.

2.10.2 All Federal government national holidays are days off with pay except for staff on essential duties, who may be required to come to work irrespective of public holidays.

2.11. Hours of Work

2.11.1 The Company shall maintain a working hour period of 8.00 am to 5.00 pm with a one hour lunch Break.

2.12. Management Support for Bereavement, Weddings and Childbirth

2.12.1. The following amounts will be provided as support for staff on bereavement (immediate family members only):

- a. Bereavement (parents or spouse): N50,000
- b. Wedding (wedding of staff) : N50,000
- c. Childbirth (of staff) : N30,000

2.13. Status Car Entitlement

2.13.1 GITL will provide status car to Senior Management staff, within the following limits:

- a. SM - N2.5million
- b. AGM - N3.5million
- c. GM - N5million
- d. MD - 2 Cars, to a maximum of N10million

2.13.2. The cars will be owned and insured by GITL and used for business and personal use. Allowance for car maintenance and fuelling are monetized and included in staff compensation package.

2.13.3. The car will be monetized over a period of four (4) years. Thereafter ownership transfers to the user upon payment of 10% of purchase price. Management staff benefiting under this scheme are not allowed to take the staff vehicle loan.

2.13.4. Should the staff leave the organization before the 4-year life span of the car, the exiting staff will either drop the car, or keep it after the payment of its net book value.

2.14. Local Business Travel/ Hotel Limits

2.14.1 The under listed rates shall apply for local business travels and hotel accommodation.

2.14.2 Class of travel:

- a. AGM and below : Economy Class
- b. GM& CEO/MD : Business Class

2.15. Hotel (Accommodation & Feeding)

2.15.1 The following limits shall apply for staff's hotel accommodation and feeding expenses, while on official trips:

Grades	Feeding Limit per day (N)	Accommodation per night (Lagos, PH & Abuja)	Accommodation (Other Places)
MD	9000	30,000	20,000
AGM - GM	6000	20,000	15,000
MGR - SM	4500	15,000	12,000
AM Below	3000	10,000	7,500

2.15.2 Staff who make use of the above provision shall be required to retire the above accommodation expenses, with receipts obtained.

2.15.3 Cash-Back option – Where an employee prefers to make alternative accommodation arrangement (without jeopardizing the assignment or the company's image), such staff shall be entitled to 50% of the amounts stated above.

2.15.4 This cost should be managed by limiting the number and duration of business trips. In addition please note the following:

- a. As much as practicable, business trips should be concluded on a day-return basis.
- b. No hotel accommodation for the night prior to the meeting will be allowed for meetings commencing after 10 am. However, if the fastest means of travel possible will not enable the staff to depart on the morning of the meeting and arrive at the meeting venue on time, specific approval should be sought for a previous night's stay.
- c. Overnight stay after the meeting will only be approved if there is no safe means of return to the employee's home base on the same day.

2.16. Foreign Travel and Estacode

2.16.1 The under listed rates shall apply for foreign travels and as estacode allowance.

- i. Class of travel:
 - a. GM & MD/CEO : Business Class
 - b. Others : Economy Class
- ii. Daily allowance (Accommodation & Feeding)
 - a. GM & MD/CEO : \$400
 - b. AGM – GM : \$300
 - c. MGR – SM : \$250
 - d. AM & below : \$200

2.17. Relocation Allowance

2.17.1 All Inter-city staff transfers are to be approved by the MD/CEO.

2.17.1.1 Employees are entitled to a lump sum payment of a fixed amount as stated hereunder:

- | | | | |
|----|--------------|---|----------|
| a. | AGM – GM | : | N600,000 |
| b. | MGR – SM | : | N480,000 |
| c. | AM & below : | | N300,000 |

2.17.2 In addition:

- a. Redeployed staff are allowed to stay in a hotel subject to their limits for a maximum period of 28 days, apart from the lump sum payment of relocation allowance, to enable them settle down appropriately.
- b. Relocation allowance is to be paid not earlier than 2 (two) weeks after confirmation of resumption of redeployed staff in his new location.
- c. Staff shall refund 100% of the relocation benefits, if he resigns within 3(three) months of transfer and 50%, if he resigns within 6 (six) months. This amount shall be included in the terminal indebtedness.

SECTION 3

3.0. VACATIONS AND REASSIGNMENTS

3.1. Annual Leave

- 3.1.1 Employees shall be entitled to paid annual leave after confirmation and a minimum of twelve (12) months of service.
- a. Annual leave can only be broken 3times within the leave year.
 - b. Every department shall at the beginning of the year create a leave calendar of when their team members will want to go on leave and shall submit to HR before any leave is considered and approved.
- 3.1.2 Employees are encouraged to take their leave as at when due. Unutilized leave days shall not be carried forward, except by express Management's approval. Validated unutilised leave days will be encashed and paid out to employees On managements approval
- 3.1.3 The leave period shall be exclusive of all public holidays.
- 3.1.4 Permanent/full staff who have been confirmed and have spent 12 months in the company shall be entitled to 20 working days a year. 15 of which will be available to them to use as they will and the remaining 5 days will be statutory in December when the company closes for the year.
- 3.1.5 Contract staff who have spent 12 months in the company shall be entitled to 10 working days a year.

3.2. Sick Leave

- 3.2.1 A sick employee may stay away for 24 hours but must notify his/her supervisor. After 24 hours, an employee is required to submit a certificate of illness from a registered medical practitioner or their HMO for staff on HMO. An employee cannot go on sick leave more than two(2) times in a year. Any more days outside this shall be deducted from their annual leave for the year. And if the employee is admitted in the hospital, the no of days absent shall be deducted/termed compassionate leave. In the case where an employee has used up all the available compassionate leave days but has not exhausted the 2 times sick leave, the days shall be deducted from their annual leave. And if the annual leave is exhausted, it shall be termed casual leave.
- 3.2.2 In the event of duly certified serious illness, the employee at the discretion of management and upon the advice of the company's medical services provider(s), may be granted prolonged leave. The period for which such prolonged leave may be granted and the remuneration payable over the

said period of prolonged leave shall be in accordance with the following table:

Length of Service	Benefit	
	Full Pay	Half Pay
Under 6 months	First 1 month	Next 1 month
6 months but not exceeding 2 years	First 2 months	Next 2 months
2 years but not exceeding 5 years	First 4 months	Next 4 months
5 years but not exceeding 10 years	First 5 months	Next 5 months
10 years and over	First 9 months	Next 9 months

3.2.3. The Company will in all cases of illness have the discretion to retain and/or remunerate affected employee for longer and/or more than is contained in the table above.

3.3. Casual Leave

3.3.1 An employee may on application, be granted a few extra days off (not exceeding 2 working days per annum) to meet special demands, only if the employee has exhausted his/her annual leave entitlement. In which case, such casual leave shall be deductible from succeeding year's leave entitlement.

3.4. Compassionate Leave

3.4.1 A maximum of 5 days non-deductible compassionate leave, which includes situations such as the death or serious illness of family members (spouse, children, parents), wedding or other critical exigencies subject to approval by management.

3.5. Maternity Leave

3.5.1 A confirmed female employee, who has put in twelve (12) months of service, shall be entitled to maternity leave for a maximum period of twelve weeks of which six weeks shall be taken before and six weeks after delivery (including public holidays) however this can be amended to 2 weeks before and 10 weeks after delivery subject to doctors certification for fitness and management's approval.

3.5.2 Maternity leave is meant for staff who has been confirmed, married legally, and has also spent 12 months in service

3.5.3 An employee on maternity leave shall be entitled to full salary and allowances.

3.5.4 An employee shall not be entitled to both maternity and annual leave in the same calendar year .

3.6. Paternity Leave

3.6.1 A paternity leave of two (2) days will be granted to male employee on the birth of a new baby by their wives.

3.7. Nursing mothers

3.7.1 A nursing mother shall be allowed to go home one (1) hour before normal closing time or start one (1) hour after normal starting time for maximum of three (3) months on resumption of duty from maternity leave.

3.8. Leave Recall

3.8.1 50% of leave allowance shall be paid as inconvenience allowance. No allowance shall be paid for improper handover or unfinished assignments.

3.8.2 The round trip transport cost shall be reimbursed for staff recall as recommended by respective Line Managers and approved by the MD. The employee shall be entitled to the outstanding leave period.

3.9. Examination Leave

3.9.1 It shall be GITL's policy to grant examination leave for approved courses to employees who have been confirmed.

3.9.2 An employee shall be entitled to a maximum of 10 working days examination leave per annum.

3.9.3 These days shall not be deductible from the annual leave entitlement of the employee if the course has been approved by the Organization.

3.9b Emergency leave

Health issues, maternity related issues without being entitled, examination leave for staff on probation and contract. The day(s) off shall be deducted from applicants pay at the end of the month.

3.10. Leave of Absence

3.10.1 Leave of Absence is a period of absence from employment without pay, authorized and approved by the employer and which, after the effective date, does not exceed one year. It could also be defined as an extended period of time away from job without ending one's employment status.

3.10.2 In this environment, staff may request for leave of absence for reasons such as: political appointment, diplomatic assignment (for which the Company may derive some economic gains) or for other personal reasons e.g. study leave, temporary relocation of female staff with spouse on political, foreign or diplomatic assignments etc.

3.10.3 Conditions:

Staff willing to proceed on leave of absence MUST offset all outstanding indebtedness against the company. Such outstanding indebtedness may include:

- a. Staff loans (mortgage loan, personal loan, share loan, vehicle/vehicle insurance loan)
- b. Consumer loans, asset finance, special staff mortgage loan, salary advance)
- c. Status car at Net Book Value.

3.10.4 Similarly all arrears of earned benefits (13th month, leave allowance etc) in the year a staff is proceeding on leave of absence should be accrued and credited to staff.

3.10.5 Minimum eligibility period is 5 years post confirmation, at the discretion of the Management for a maximum of 12 months. Employees request for leave of absence will be approved by the Management. Requests above 12 months will be considered by Management, on its merits and the peculiarity of the request.

3.10.6 Salary and allowances are to be suspended for the period. However, loan repayments during the period will be allowed, if this is warranted by the loan repayment plan worked out with the staff.

3.10.7 Upon return from leave of absence, the employee is reabsorbed on the same level as at the commencement of the leave of absence.

3.10.8 An employee who does not wish to continue in the employment of GITL after the leave period must return in order to properly resign from the Company. In this case, the employee will be entitled to all benefits accrued up to the date of commencement of the leave of absence. Alternatively, where he tenders his resignation at least prior to the expiration of the leave of absence, the resignation shall be valid and acceptable to GITL.

3.10.9 Where an employee refuses and/or fails to resume duty four (4) weeks after the period of leave of absence without obtaining the requisite approval or without a valid and acceptable reason, his appointment with GITL shall be deemed to have been terminated on the date he was due to resume from such leave.

3.10. Leave of Absence (Strategic Outplacement)

3.10.1 The conditions for leave of absence (strategic outplacement) will be as follows:

1. The leave of absence will be for the term of the strategic outplacement
2. The leave of absence attracts pay (as proposed in the options below):
 - a. Option 1: Leave of Absence with Full Pay
 - i. This includes payment of full salaries and allowances,

- but excludes any form of bonus pay to staff during the term of strategic outplacement
- b. Option II: Leave of Absence with Payment of Emoluments only
 - i. Emoluments are as defined by the new Pensions Act that came into effect July 1, 2004
 - ii. The emoluments include Basic Pay, Housing, and Transport
 - iii. The need will enable the Company manage the remittance of the staff's Pension contributions during the period of leave of absence (strategic outplacement)
- 3. If there is an abrupt interruption of the staff's services in the appointment, he will be reengaged in GITL on the same grade that he was before the appointment
 - a. Management, however, has the discretion to review the grade of the staff upwards upon re-absorption if it deems it necessary
 - b. If there is need to extend the initial term/duration of the strategic outplacement, management will reappraise the situation in order to approve or decline the release of the staff

3.11. Unauthorized Absence

3.11.1 Failure to show up at work before noon on a particular day except where your supervisor has been duly informed of the reason for such absence prior to its occurrence shall be construed as absence on that particular day. Failure to notify a supervisor of absence after 48 hours will mean loss of pay for the days involved and a caution letter. All absence from duty for more than two days should be reported to HR department by the immediate supervisor.

3.12. Unauthorized absence for extended period

3.12.1 After two weeks of absence and no contact has been established the HR shall send a letter to the last known address, giving the employee two weeks to return, failing which it shall be deemed that the employee has abandoned duty, and shall therefore be dismissed from the services of GITL. If he returns within the two weeks of notice, he shall be made to appear before the Disciplinary committee.

3.13. Acting Appointment

3.13.1 There shall be various types of appointments in the organization:

- a. Short term acting appointments for employees on vacation or employee on relief assignments.
- b. Acting appointments for positions where a vacancy is declared.
- c. Acting positions in newly established job functions within the overall structure of the organization.

3.13.2 Acting appointments other than those of a short-term nature should be for duration of not more than six months after which, the occupant is

either made substantive or reassigned.

3.14. Counseling

3.14.1 The organization provides counseling services in HR department.

3.14.2 Counseling may be initiated by an employee, or proactively by the organization, in order to address identified personal or performance-related issues and assist an employee to progress in their career paths.

3.14.3 The proceedings and outcome of the counseling session shall be strictly confidential and may be divulged only with the employee's consent.

SECTION 4

4.0 PERFORMANCE MANAGEMENT

4.1 General Policy Statements

- 4.1.1 Performance of every staff in GITL shall be managed on a continuous basis. Performance management is a joint responsibility involving several stake holders – management, HR, staff (appraisee), supervisor (appraiser) and second level supervisor.
- 4.1.2 Performance management in GITL will focus on the measurable output or contribution of staff as well as the skills, knowledge and personal attributes needed to deliver on agreed targets.
- i. Formal appraisal of staff performance shall be done quarterly, while informal feedback will be on a continuous basis.
 - ii. Performance expectations in the form of Key Performance Indicators (KPIs) for supervisory staff shall be defined at the corporate level and cascaded down to other levels in the organisation.
 - iii. KPIs and performance targets for non-supervisory staff shall be clearly spelt out by the supervisor and agreed with the staff at the beginning of every financial year. These performance targets will be reviewed quarterly, if and when necessary. The agreed performance expectations shall form the basis for staff appraisals.
 - iv. Performance appraisal outcome shall form the primary basis for the reward, training, promotion and career advancement of staff in the organization. The performance appraisal outcome shall also be used to disengage non-performers within the organization.
 - v. Promotion exercise shall be conducted at the end of the financial year.
 - vi. There shall be no supplementary promotion list.

4.2 The Appraisal Process (timelines, approvals and disputes)

- 4.2.1 Formal appraisal of staff shall be done on a quarterly basis
The following are the critical roles in staff performance management in GITL:

a. Management

4.2.2 Executive Management will:

- i. Show genuine commitment to an objective, effective and professionally conducted staff performance management system,

without fear, favour, or vested interests

- ii. Ensure that corporate vision, mission, strategy, enterprise goals and targets are set
- iii. Ensure that departmental targets are set, both for core and support functions
- iv. Ensure that an enabling environment for effective staff performance management system is created
- v. Provide all required support for HR (Does not consider HR issues as distractions from business issues)
- vi. Demonstrate leadership by example

b. Human Resources (HR)

4.2.3 HR is the custodian and administrator of the whole appraisal process. It is its role to:

- i. Sensitize the organisation on the commencement of a new appraisal period
- ii. Ensure that performance targets are set and communicated to staff at the beginning of each appraisal period
- iii. Communicate commencement of appraisal exercise and send out appraisal forms
- iv. Collate appraisal results and decisions
- v. Handle trouble-shooting and challenges arising from the appraisal exercise
- vi. Ensure that appraisal results are implemented and used for other HR decisions

c. Appraisee (Staff)

4.2.4 It is the appraisee's responsibility to:

- i. Complete the bio-data section of the appraisal form
- ii. Be open, relaxed and maintain the right attitude during the appraisal interview
- iii. Ensure implementation of key decisions relating to career planning, self-development and performance improvement

d. Appraiser (Supervisor)

4.2.5 The appraiser has the responsibility of:

- i. Ensuring that the appraisee is fairly, promptly and objectively appraised
- ii. Promptly and effectively conducting the appraisal interview, in the right atmosphere
- iii. Counselling the staff as appropriate, as a fall-out of the performance rating
- iv. Working with both HR and appraisee, to ensure that the recommendations and action steps are effectively implemented

e. **2nd – Level Supervisor**

4.2.6 The 2nd-level supervisor has the responsibility of:

- i. Reviewing the appraisal ratings, to ensure fairness and objectivity
- ii. Ensuring that the recommendations made concerning the staff are appropriate and fair
- iii. Ensuring the whole appraisal process is professionally conducted and achieves the desired purpose, within his/her department or division

4.2.7 Staff shall only be appraised by supervisors with whom they have had sufficient contact. Where a staff has been in more than one unit within an appraisal period, such staff will be appraised by the supervisor with whom he has spent more time with.

4.2.8 During the appraisals, members of staff may be selected to complete certain surveys. These surveys will be used to collate feedback on efficiency and quality of customer service of various units in the organization.

4.2.9 Appraisees who reject an appraisal score will discuss the issue with their supervisor. If the issues are not resolved at the supervisor level, the case is to be escalated to the 2nd level supervisor

4.2.10 Where disagreements to appraisals cannot be resolved by the second level supervisor, the appraisee shall be given an opportunity of fair hearing by the arbitration committee, to be set up by Management. Appraisees who seek arbitration will be required to forward a mail to HR presenting justification.

4.2.11 HR shall ensure that appraisees are provided with feedback on their performance appraisals.

4.2.12 The decision of the arbitration committee shall be final.

4.3. Performance Ratings

4.3.1 Each employee shall receive an appraisal rating using the bands in the table below.

GITL Performance Bands	Bands	Career Implications
Exceptional	≥ 90.00	Fast track, Promotable in 1-2 years, ready for higher responsibilities.
Very Good	70.00 – 89.99	Promotable in 2-3 years, ready for higher responsibilities, with consistent performance.
Above Average	60.00 – 69.99	Promotable in 3-4 years, with consistent /improved performance.
Average	50.00 – 59.99	Requires performance improvement plan.
Needs Improvement	40.00 – 49.99	Requires performance improvement plan.
Exit Support	≤ 40.00	On exit route, unless performance improves in 6 months -1 year

4.3.2 Performance Achievement Levels and Tracks

4.3.3 Staff Performance rating in the year (which is a combination of his rating in the four quarterly appraisals) will determine other HR decisions that affect each employee. This includes:

- Training & performance improvement plan
- Readiness for new responsibilities (including succession planning)
- Salary increment
- Promotion

4.3.4 The way the performance levels of each staff may affect the different HR decisions is indicated in the table above.

4.3.5 Employees will be required to continually improve and sustain their performance as placement on a track is not static and an employee can move up or down based on their annual appraisal Ratings

4.4 Promotions

- 4.4.1 GITL shall establish and maintain a structured and objective approach to promotion and upward movement. Employees shall be provided with the opportunity, resources and tools required to take personal responsibility and ownership of their careers
- 4.4.2 Promotion shall be regarded as the vertical progression from one job grade/level into higher job grade/level of higher authority and responsibility
- 4.4.3 Promotion shall be based on both the organization's business need and employee performance
- 4.4.4 Promotion readiness for staff shall be determined annually, based on the combination of bi-annual appraisals for the year
- 4.4.5 GITL is committed to encouraging and retaining high performers in the organization. Identified high performers in the organization (i.e. GITL MVPs) will have their promotion accelerated
- 4.4.6 HR shall be responsible for determining and proposing employees eligible for promotions within the organization. This is subject to approval by Management
- 4.4.7 The organization's promotion plan shall provide employees with the opportunity to increase both the depth and breadth of their competencies. The process of promotion shall be fair and open
- 4.4.8 Promotion decisions shall be taken annually after the appraisal exercise
- 4.4.9 Promotion decisions shall be communicated to employees after due approval by the Management
- 4.4.10 Management shall evaluate the organization's current and future capacity to accommodate employees at higher positions at the end of each performance appraisal review period (end of year)
- 4.4.11 Promotions and movements shall attract additional compensation as stated in the compensation policy and structure of the organization
- 4.4.12 GITL will maintain a policy of promoting from within to fill existing vacancies, provided the needed skills exist in-house.
- 4.4.13 The Board of Directors shall ratify the promotion of employees to Senior Management cadre.

SECTION 5

5.0 TRAINING & DEVELOPMENT

5.1. Policy Description

5.1.1 Training and Development Administration for staff shall be the responsibility of HR department.

5.2. Training Plan

5.2.1 A training plan, defining key operating objectives, activities and techniques for Learning & Development shall be developed in January, which is the beginning of the Company's financial year.

5.3. Web/Computer – Based Training

5.3.1 In order to maximize the return on training investment, the organisation shall, where feasible and appropriate, actively encourage the conduct of training program via interactive web or computer-based delivery channels.

5.4. Training Needs

5.4.1 The following techniques shall be adopted in identifying training needs of employee organization -wide:

- i. Skills and Proficiency Assessment.
- ii. Performance Appraisal.
- iii. Career Planning and Audit.
- iv. Training Impact Evaluation Feedback.
- v. Direct input from Heads of Department.

5.5. Needs Assessment

5.5.1 A needs assessment exercise focused on identifying gaps between current employee skills and proficiency levels vis-à-vis job skills and competence requirements, as well as developmental needs in line with approved career plans, shall be conducted by HR at the beginning of each financial year.

5.6. Competence Profile Database

5.6.1 HR shall maintain and update regularly a competence profile database containing the skills and proficiency levels of all employees organization-wide. The database shall be purged bi-annually to eliminate ex-employees and any other irrelevant data.

5.7. Training Facilitators

5.7.1 As much as possible Learning & Development courses shall be handled by in-house facilitators. External facilitators shall be invited for specific courses if the course content cannot be adequately addressed in-house.

5.8. Overseas Training

5.8.1 To acquire best practice knowledge in various areas of our business, suitable overseas training courses shall be sourced to address identified gaps. Such overseas courses must be approved by Management

5.8.2 Where the number of employees requiring the same overseas training programme is substantial, for cost savings, the organization shall consider bringing in a qualified consultant to conduct the training locally.

5.9. Training Budget

5.9.1 Training budget will be compiled at the beginning of each financial year, taking into consideration all statutory requirements and needs assessment identified through performance appraisal, and shall be approved by Management.

5.10. Training Brochure

5.10.1 A brochure detailing scheduled dates for approved training programs shall be prepared for each financial year by the HR department.

5.11. Training Proposal

5.11.1 Proposals shall be prepared for all training programmes to obtain Management approval and authorization to incur the expenditure before they are conducted.

5.12. Training Delivery Evaluation

5.12.1 All training programs conducted shall be reviewed to determine the effectiveness of delivery. The training delivery evaluation shall be administered via a questionnaire to be completed by participants at the end of each training program.

5.13. Training Impact Evaluation

5.14.1 Training impact evaluation shall be conducted three months after delivery. The evaluation shall focus on determining the extent to which a training program has achieved its intended objectives, based on actual on the – job performance improvement noticed in employee skills and proficiencies.

5.14. Industrial Training Fund

5.15.1 ITF contribution (1% of payroll cost) shall be paid to the Industrial Training Fund at the end of each financial year.

5.16. Educational Assistance Scheme

5.16.1 Employees shall be encouraged to acquire professional qualifications in line with their career aspirations. Employees that pass relevant, pre-approved professional examinations shall be reimbursed 50% of the tuition cost subject to managements approval.

SECTION 6

6.0 DISCIPLINE & CONSEQUENCE MANAGEMENT

6.1. Code of Professional Conduct & Ethics

- 6.1.1 The organization shall put in place a Code of Professional Conduct and Ethics as part of its overall policies and procedures. The code applies to all employees of GITL, its subsidiaries and affiliates. It must be read and signed by each employee once a year.
- 6.1.2 In order to sustain a culture in which integrity is valued and promoted in our everyday business, supervisors are expected to review it with their subordinates.
- 6.1.3 It is the responsibility of each and every employee to ensure compliance and to assess areas of concern, monitor the overall compliance with the code and report any violation to Human Resources department.
- 6.1.4 Furthermore, GITL strives to promptly address all issues arising from misconduct by employees. The organization's disciplinary procedures are designed to promote and enforce the appropriate professional behavior amongst employees.

6.2. The Disciplinary Process, Employee Offences and Sanctions Grid Discipline and Consequence Management

- 6.2.1 Purpose & Objectives of the Consequence Management process
- 6.2.2 The main purpose of consequence management is to contain 'abuse of power' and make employees aware of behaviour and/or performance, which the Company considers to be unacceptable, and to indicate corrective action which must be taken, if the employee is to remain in the Company's employment.
- 6.2.3 The disciplinary and consequence management process has the objectives of:
 - i. Ensuring disciplined approach and orderliness in our business operation
 - ii. Strengthening Internal Controls and Core Values in the organisation
 - iii. Ensuring that the whole process is fair, just, equitable and accessible to all
 - iv. Ensuring a culture of compliance with the Group's rules and regulations
 - v. Creating and maintaining a professional environment

vi. Eliminating arbitrariness in the administration of justice

6.2.4 Supervisors and Team Leaders have the duty and responsibility to ensure that standards of work and conduct are maintained. They are also responsible for ensuring fair treatment of employees when disciplinary action has to be taken. Only in exceptional cases should a disciplinary action be taken against an employee without an investigation to establish the facts.

6.2.5 The employee should always be given an opportunity to explain his/her case. In determining what disciplinary action to be taken, Supervisors and Team Leaders should ensure that the degree of severity reflects the nature of the offence, and the Sanction Grid discussed below will serve as a guide in this respect

6.3. ROLE OF PARTIES TO THE DISCIPLINARY PROCESS

6.3.1 A disciplinary committee which will consist of not less than 5 members, from different departments, shall hear all disciplinary cases.

6.3.2 Reports on infractions, which may arise from supervisors, or from internal or external customers shall be thoroughly investigated by the Finance & Admin department.

6.3.3 The investigation report will be forwarded to the Disciplinary Committee, which will hold a Disciplinary Committee sitting, within 3 days of the receipt of the Investigation report.

6.3.4 The Head of Legal department shall be the Chairman of the DC, while a representative from HR (Finance & Admin) shall serve as secretary.

6.3.5 The report of the DC sitting shall be prepared and signed off by all members of the DC within 5 days of DC sitting, and ratified by the MD/CEO, to be followed by immediate implementation by HR (Finance & Admin).

6.4. The Sanction Grid

6.4.1 The following sanctions shall apply in dealing with all disciplinary cases in the Company:

- i. Financial Penalty for late coming
- ii. Refund of loss fund
- iii. Verbal Caution
- iv. Letter of Displeasure
- v. Written Caution/Caution Letter

- vi. First Warning Letter
- vii. Final Warning Letter
- viii. Advice To Resign
- ix. Termination
- x. Dismissal

6.4.2 The Sanction Grid below presents the various possible offenses and misconducts, the sanctions associated with them, and who has the power to apply the sanctions:

SN	OFFENSE/ MISCONDUCT	SANCTION			AUTHORITY TO AP- PLY SANCTION
		1st Occur- rence	2nd Occur- rence	3rd Occur- rence	
1.	Late-coming to meet- ings	N1,000 + Verbal Caution	N1,500 + Verbal Caution	N2,000 + Letter of Displeasure	Chairman of meeting
2.	Failure to pay financial penalty for late-coming	Verbal Caution + Payment	Letter of Displea- sure + Payment	Caution Letter + Payment	Chairman of meeting
3.	Inappropriate be- haviour not bordering on integrity but which, if not checked, could have adverse implica- tions for job perfor- mance (sloppiness or carelessness at work)	Verbal Caution	Letter of Displea- sure	Final Warn- ing	Head of Department, Senior Mgt Staff, MD
4.	Habitual late-coming to work (more than 3 times in a month); ab- senteeism; insubordi- nation; security sweep exception	Letter of Displeasure	Caution Letter	Final Warn- ing	HR
5.	Negligence/failure to perform assigned task/ responsibility; service delivery failure, for which the risk of loss to the company has not crystallized	Letter of Displeasure	Caution Letter	Final Warn- ing	Head of Department, Senior Mgt Staff, MD

6.	Negligence/failure to perform assigned task/ responsibility, service delivery failure, for which the risk of loss to the company has crystallized	Letter of Displeasure + Payment	Caution Letter + Payment of Loss	Final Warning + Payment of Loss	Head of Department, Senior Mgt Staff, MD
7.	3 Letters of displeasure or caution letters for different misconducts within 12 months appraisal period	Final Warning			HR
8.	3 letters of first warning for different misconducts within 12 months appraisal period	Final Warning			DC
9.	3 suspension letters within 12 months appraisal period	Advice to Resign			HR
10.	Involvement in any form of financial impropriety, whether or not in the course of employment with the company, which in the opinion of the company calls to question the integrity and trustworthiness of the staff concerned	Advice to Resign			DC
11.	Consistent unsatisfactory performance for two consecutive appraisal cycles	Advice to Resign			HR

12.	Any act of drunkenness, consumption of hard drugs or any banned substances	Advice to Resign			DC
13.	Any act of lying/falsehood or deliberate misinformation to management or officers of the company	Advice to Resign			DC
14.	False/concealment of information in the course of interview, interrogation, investigation, internal survey etc	Advice to Resign			DC
15.	Proven sexual harassment of colleagues	Advice to Resign			DC
16.	Established case of doubtful integrity	Advice to Resign			DC
17.	Deliberate misrepresentation of facts to external parties, which comes to the knowledge of the company or affects its image	Advice to Resign			DC
18.	Concealment of act of gross misconduct by another staff	Termination			DC
19.	Divulging confidential information; breach of affirmation of secrecy	Termination			DC

20.	Engaging in parallel company activities; conflict of interest; diverting the company's business to oneself or to competitors	Termination			DC
21.	Issuance of dud cheques, which come to the notice of the company	Termination			DC
22.	Abuse of office, approval powers etc	Termination			DC
23.	Unauthorized expenditure for the company	Termination			DC
24.	Involvement in any type of conduct which, in the opinion of the company is capable of negatively affecting the corporate image of the company, whether performed in the office or outside the office	Termination			DC
25.	Failure to resign within the advised period (if advised to resign)	Termination			DC
26.	Abandonment of duty up to 3 working days without approval from HR department	Termination			DC
27.	Running for elective office, or accepting public appointments without approval	Termination			DC

28.	Fighting, physical attack on another person (either customer or staff), within the company premises	Termination			DC
29.	Conversion, misapplication or misappropriation of the assets of the company or clients'	Dismissal			DC
30.	Unauthorized alteration of or tampering with cheques, vouchers and other financial instruments	Dismissal			DC
31.	Conviction for criminal offense by a law court	Dismissal			DC
32.	Alteration/falsification and manipulation of the company's data (electronically or otherwise); falsification/alteration of internal or external instruments	Dismissal			DC
33.	Abuse of cash advance (submission of fake receipts, inflated claims etc)	Dismissal			DC
34.	Password hacking	Dismissal			DC
35.	Signature hacking	Dismissal			DC
36.	Demanding, extorting, coercing or gratification/money from customers for performing one's duty	Dismissal			DC

6.4 Other Guidelines on the Administration of the Disciplinary/Consequence Management Process

- a. HR shall advise all sanctions above Verbal Caution
- b. Any sanction above final warning can only be issued, following the holding of a disciplinary committee sitting
- c. All staff shall have the right to appeal all sanctions. Such appeal shall be forwarded to HR, and heard in a DC sitting. The decision of the DC on such appeal shall be final
- d. Placing a staff on suspension before the sitting of a disciplinary committee shall be restricted to only cases of suspected misapplication, misappropriation, conversion, and integrity issues, or where the suspension is necessary to allow for unimpeded investigation of an allegation. A staff on suspension pending investigation shall be on half salary until the investigation is concluded. If absolved, the withheld 50% salary shall be restored to the staff.

6.5. IMPACT OF SANCTIONS ON STAFF PERFORMANCE APPRAISAL

6.5.1 Sanctions shall have the following negative appraisal scoring (i.e. deduction from the staff's gross appraisal score) within a 12 month appraisal cycle:

- i. Letter of Displeasure - 2% each
- ii. Caution Letter - 4% each
- iii. First Warning Letter - 6% each
- iv. Final warning – 8% each

6.6. Grievance Procedure

6.6.1 Employees who have a grievance should discuss it first with their supervisors. If they are still not satisfied, they may seek audience with the next level of supervision. If afterwards they are still not satisfied, the grievance/problem should be referred to the Head of Human Resources department in writing. The Head of Human Resources shall be required to present Management's decision within 5 working days. All matters shall be treated fairly and with due regards to all available information.

6.7. GITL and ex-employee disputes

6.7.1 **Stage I** If after leaving the employment of GITL an ex-employee has any claim or grievances against the organization, he/she will be required in the first instance to report the matter to the Head of Human Resources.

6.7.2 **Stage II** If the matter is not satisfactorily resolved within 90 days, the

matter shall be referred to Mediation at any court connected multi-door Courthouse. The parties may by mutual agreement refer the matter for Mediation in any other Alternative Dispute Resolution Centre or forum.

6.7.3 However, if the parties fail to reach agreement on the forum and/or where a court connected multi-door courthouse does not exist in the State where the ex-employee resides, the matter shall be referred to the nearest court connected multi-door courthouse.

6.7.4 Provided always that the procedure for resolution of disputes herein specified shall not preclude the legal right of an ex-employee to resort to litigation in the settlement of a dispute where agreement cannot be reached by mediation. However, the procedure specified above shall first be followed before resorting to litigation.

6.9. Employee Communication

6.9.1 HR Department shall be responsible for dissemination of notices and circulars to all employees.

6.10. Channels of Communications

6.10.1 The following communication channels shall be available to the organization:

- a. Newsletter
- b. Internal memos/circulars
- c. Notice boards (Intranet)
- d. Departmental meetings
- e. Employee meetings
- f. HR/Admin procedure manual
- g. Employee handbook
- h. HR/Admin Helpdesk
- i. Information Technology Helpdesk

6.7. Media Communication

6.7.1 While in GITL's employment, no employee is allowed to respond to or make comments in the media on behalf of or with regard to GITL's business.

SECTION 7

7.0 MEDICAL

7.1. Medical Treatment

- 7.1.1 GITL may provide basic free medical facility for employees, spouse and maximum of four (4) children below the age of 21 years. The scheme shall be managed by approved service providers under insurance Medicare arrangement.
- 7.1.2 Managing Director/CEO, with spouse and maximum of 4 children, shall be entitled to overseas medical insurance facility.

SECTION 8

8.0. LEAVING GITL

8.1. Disengagement

8.1.1 Employment with the GITL may cease in any of the following ways:

- 8.1.1.1 Resignation
- 8.1.1.2 Retirement
- 8.1.1.3 Termination
- 8.1.1.4 Dismissal
- 8.1.1.5 Redundancy
- 8.1.1.6 Invalidation on medical grounds
- 8.1.1.7 Death

8.2. The Supervisor shall conduct an exit interview with any employees resigning to assist in identifying issues that may be causative or proximate to the resignation and to proffer recommendations to improve employee retention.

8.3. An employee upon resignation/retirement will receive the following benefits less any unearned allowances:

- a. Any salary owed for time worked;
- b. Any accrued gratuity payments; and any amounts accrued under the Employee Provident Fund and Employee Savings Schemes.

8.4. Resignation

8.4.1 Exit interviews shall be conducted for all resigning employees. Exit certificates issued to cleared employees. An employee who is resigning his employment shall give appropriate notice or make payment to the organization in lieu of notice as follows:

8.4.2. Staff on probation – two weeks for non-management staff and one month for management staff or two weeks and one month basic salary respectively in lieu of notice

- a. Non-management staff – one month or one month salary in lieu
- b. Management staff – three months notice or three months basic in lieu.

8.4.3. Resignation Process

- i. A formal letter of resignation addressed to the Head of HRA through the supervisor (the supervisor must sign off as indication of his/ her concurrence).
- ii. The staff should prepare a detailed hand-over note addressed to his/her supervisor with a copy attached to the resignation letter.

- iii. The staff should log on to the exit portal to initiate an exit interview and clearance.

- 8.4.4 In the event that an employee resigns during the pendency of any investigation of his conduct or while on suspension, the organization shall proceed with the process of investigation. The organization shall be entitled to withhold all or part of the terminal benefits of such employee until the conclusion of investigation and the payment of such entitlements will depend upon the outcome of the investigations and the findings of the Disciplinary Committee. The affected person will be given every opportunity to make representations to the Disciplinary Committee even after his/her resignation.
- 8.4.5 The procedure indicated above shall also apply in the event where an employee had resigned, and he is subsequently suspected to have been involved in any act of misconduct while he was in the employment of GITL. In such cases the organization shall also be entitled to withhold benefits that may still be outstanding pending the findings of the Disciplinary Committee.
- 8.4.6 Where an employee resigns under the above circumstances, any reference provided to a prospective employer while the investigation is in progress should reveal that fact. In addition, where the Disciplinary Committee establishes that but for the resignation of the employee, his conduct would have led to his dismissal or termination, this fact will also be duly communicated to the affected employee, the prospective employer and/or an interested third party.
- 8.4.7 In the event that a reference had already been given prior to the findings of the Disciplinary Committee the organization shall inform the affected person's employer/prospective employer or interested third party of the amendment to his record. Upon resignation, employee shall be entitled to certain benefits under the GITL's compensation policy, less any unpaid liabilities owed to the GITL.

8.5. Retirement

- 8.5.1 The mandatory retirement age shall be sixty (60) years, or thirty-five (35) cumulative years of service with the GITL, whichever is earlier. The retiring employee shall be entitled to retirement benefits in line with the GITL's policy.
- 8.5.2 An employee may opt to retire early on the condition that he has spent 10 years of continuous service in the organization and has attained the age of 45 years. The organization shall organize pre-retirement seminars designed to provide investment advice for employees who have attained of 10, 15, 20, 25, 30 and 35 years of service.

8.6. Termination

- 8.6.1 The Organization may at any time terminate the employment of an

employee whose employment has been confirmed. Any such employee, whose employment is to be terminated, shall be given notice of termination as follows:

8.6.2 One month's duration in the case of non-management employee or payment of one (1) month basic salary in lieu of notice.

8.6.3 Three months' duration in the case of management employee or payment of three (3) months basic salary in lieu of notice

8.6.4 An employee whose employment has been terminated is entitled to receive benefits determined in line with the compensation policy.

8.7. Dismissal

8.7.1 The GITL may, without notice or the payment of any entitlements, dismiss from its employment any employee found to have committed an act of gross misconduct.

8.8. Redundancy

8.8.1 Redundancy is defined as an involuntary loss of employment caused by an excess of manpower or a contraction of available work through causes beyond the control of GITL. Where the organization is constrained to apply this provision:

- a. There must be evidence that the organization has conducted consultative talks with the employee; and
- b. The last-in-first-out principle amongst other merit-based principles, must be applied, except where the merit and ability of a less senior member of employee is, in the opinion of management, greater than that of an employee longer in service.

8.9. Invalidation on medical grounds

8.9.1 An employee shall be invalidated on medical grounds if the Company's approved medical services provider certifies the employee permanently unfit for work in the organization and shall thereafter be fully compensated according to policy.

8.10. Death

8.10.1 In the event of death, the deceased employee's benefits shall be paid in line with the Company's policy.

8.10.2 Death In Service Benefit

8.10.3 Where an employee dies while in employment, the designated next-of-kin will receive the following:

1. An amount equivalent to 3 months Annual Basic Salary plus allowances as final entitlement
2. A bereavement allowance as applicable below:
 - i. Junior Staff - N50,000
 - ii. Senior Staff - N100,000
 - iii. Mgt Staff - N150,000
3. The employee's entitlement under the Pensions Schemes.

8.10.4 In addition, if an employee dies in the course of duty (i.e. the death occurred at work within the GITL's premises, or elsewhere in the course of performing the Company's normal duties), the following shall apply:

- a. 10% gross annual compensation is paid to the estate.
- b. An education subsidy up to university level per child per annum for a maximum of 4 children between the ages of 4 and 25 years of:
 - i. Junior Staff - N50,000
 - ii. Senior Staff - N100,000
 - iii. Mgt Staff - N200,000

8.10.5 Educational subsidy shall be paid based on verified evidence that the deceased's child/children are in school. Educational subsidy shall not be payable to beneficiaries of an employee who dies during the pendency of an investigation into his conduct if the Disciplinary Committee subsequently establishes that but for his death the deceased employee's conduct would have led to his dismissal or termination, provided that before his death, the employee had submitted enough information in the course of the investigation to be deemed to have been given an opportunity to be heard.

8.11. Pension

8.11.1 The Company shall comply with the Pensions Reforms Act 2004 and operate a Contributory Pension Scheme. The employer and employee contributions shall be as stated below:

- a. Employer contribution: 10.0% of annual basic salary
- b. Employee contribution: 8.0% of annual basic salary

8.12. Re-engagement

8.12.1 Former employees of the GITL who resigned in good standing may be re-employed as follows:

- i. Those who left the company for non-IT institutions.
- ii. Those who left to peer IT organization as may be defined from time to time by the Management.
- iii. Those who have improved themselves academically.

8.12.2 The re-entry point will, in each case, be decided by the Management and will be such as not to put our loyal people at a relatively disadvantaged position.

8.13. Surrender of GITL's Property on Exit

8.13.1 All employees at the point of exit are mandated to surrender all of the Company's property in his/her care which includes the Company's identity card, staff and book etc to the HR department.

SECTION 9

9.0 Dressing

- 9.1. Marketing-facing staff of GITL shall be corporately dressed at all times. On occasions, they may wear the company's branded T-shirts, with jackets on top.
- 9.2. Non-marketing staff shall be allowed to wear smart business casuals or the company's branded T-shirt.

SECTION 10

10.0 LAPTOP

10.1. The following categories of staff will be entitled to laptops:

- i. Managing Director/CEO
- ii. Executive Directors
- iii. General Managers
- iv. Staff whose functions require a laptop

10.2. The Systems Engineering Department will maintain a pool of laptops which will be loaned out to staff who so require it for short periods not exceeding one week at a time. This will apply to staff who wish to undertake presentations to customers or who are traveling for business meetings on behalf of the GITL.

10.3. Function-Based Need for Laptop

10.4. To qualify for a laptop under the function-based category, the following conditions should be satisfied:

- i. Staff's functions require a reasonable amount of travel between towns (an average of 2 days out-of-station per week is recommended)
- ii. Staff's function require frequent relocation from town to town

10.5. All requests for a laptop under this category will be supported by appropriate justification to:

- a. Head, HR
- b. General Manager

10.6. The approval of the above office will then be sent to the MD for concurrence.

SECTION 11

11.0 Bonding

- 11.1. Measures aimed at fostering greater bonding amongst employees of the GITL shall include - Jogging to Bond, Christmas party, Annual Picnic, TGIF etc.
- 11.2. The organization shall be visible and participate actively in employee's occasions like weddings, birthday celebrations, house warming ceremonies, child dedication, and burial ceremonies etc. - all business office/group/departmental colleagues of the celebrant/mourner should at least attend.
- 11.3. Employee birthdays will be announced daily by Human Resources on the intranet.
- 11.4. HR will send animated and colourful virtual cards to all employees through the Intranet on their birthdays. All cards should have the digital signature of the MD for maximum impact.
- 11.5. During the birthday of a staff, members of each business office/group/department are encouraged to jointly procure a cake (designed in the celebrant's name) to felicitate with the celebrant¹ cake once a month in all regions.
- 11.6. The Company will formally show compassion to any employee in distress arising from an accident, robbery, bereavement, etc. Such compassion shall include a visit to the affected employee by the direct supervisor, a compassion letter from the HR and a financial assistance in line with the company's policy.
- 11.7. Where the GITL loses any of its employees by way of death (whether or not in active service), a minute's silence shall be observed in all offices across the organisation in honour of the deceased employee.
- 11.8. All heads of Departments and Units are encouraged to know the residence of at least their direct reports and visit them at least once every quarter.



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