

1. RENUMERATION POLICY

Document version	Drafted by	Reviewed by	Authorized by	Effective Date
Version 1.0	HR Adesua Iyoyojie	Legal Adviser Paula Oluwaseyi	H.O.P Jerry Ohiwerie	2 ND March 2020

Review History

Reviewed by	Reviewed date	Amended by	Effective Date

1.1 BACKGROUND

This policy has been developed in support of the provisions for Remunerations and benefit policy which sets out the broad terms and conditions that apply to the Labour Act for Professional Staff.

The provisions of this policy are to be read in conjunction with the provisions of the *Remunerations and benefit policy*.

1.2 POLICY STATEMENT

1.3 This Policy aims to:

Align Employee remuneration to the principles and measurement of Total Revenue (TR);

Present progressive incentive structures to encourage outstanding performance, and hence improved TR;

Mitigate the business risks associated with poor performance, market movements and Employee turnover. This policy objectives will be achieved by ensuring remuneration is reflective of applicable market conditions, our statutory obligations, the level of accountability (responsibility, objectives, goals etc.) assigned and the provision of incentives to deliver outstanding performance, whilst providing organizational flexibility and operational efficiency.

1.3. DEFINITIONS

1.3.1 Allowances and Other Benefits Allowances

Allowances and other benefits may be paid to Employees to support organizational objectives. Such benefits may include, but are not limited to, travel and health insurance, personal vehicle use, higher duties allowance, payment of training costs, relocation assistance, health cover or other individually negotiated benefits or allowances. Allowances and benefits must however be provided directly to the Employee, and not to family members or associates of the Employee.

1.3.2 Annual Review

Each Employee will participate in periodic performance reviews (usually at least semi-annually) measuring their achievement against predetermined Goals. The results of the Annual Review will form the basis of any remuneration review and eligibility for a Short-Term Incentive (STI) payment, if any.

1.3.3. Basic Salary

The basic cash component of an Employee's remuneration package, is expressed in Naira.

1.3.4 Goals (key Performance Indicator)

Goals otherwise referred to as key point indicator should be specific, measurable and achievable performance outcomes agreed in advance between the Employee and their immediate manager. Progress should be reviewed between the manager and Employee periodically and assessed annually.

1.3.5 Incentives (STI or LTI) or Total variable enumeration (TVR)

Short term incentive (STI) e.g. Annual performance bonus designed to primarily reward overall outstanding performance against Goals (against per-determined annual objectives) but also taking into account behavioral expectation

Long Term Incentive (LTI) e.g. options and /or performance rights designed to retain and incentive key individuals over the longer term

1.3.6 Review Period

The period usually at least six (6) months and not more than twelve (12) months over which goals are assessed for the level of progress/ achievement

1.3.7 Total Fixed Remuneration (TFR)

the total financial value of the salary and other fixed benefit provided to an Employee, inclusive of all taxes payable on their behalf

1.3.8 Total Remuneration (TR)

The total financial value of an Employee's TFR plus any short-Term Incentive (STI), Long Term Incentive (LTI) or other benefits provided, inclusive of all taxes payable

1.4 APPLICATION

This Policy outlines the Employee Remuneration Strategy to be applied within Connexion Group and applies to all Employees and Directors of the Company.

1.5 CLASSIFICATION STRUCTURE

Employees within Connexion group will be classified under this policy for the purposed of overall remuneration management in accordance with the following structure

Top Level- BOARD OF DIRECTORS, CHAIRMAN, MANAGING DIRECTOR, HEAD OF OPERATIONS, CFO ETC.

Middle Level- HEAD OF DEPARTMENTS, EXECUTIVE OFFICERS, SALES MANAGER

Supervisory/ Lower Level- FOREMAN, OFFICE CLERKS, ADMIN OFFICERS

1.6 SALARY BENCH MARKING

To ensure Employees are remunerated in a manner that encourages active participation, measurable contribution, overall satisfaction and retention. Employee benefits will be assessed on a regular basis against bench marking data evidenced with the broader technology industry

Each review will take into account the use of rosters, working hours, size of company, status, location, position description, years of experience and data relative to the bench marking process.

Other forms of benchmarking data may also be considered during the analysis and development of Employee remuneration strategies (for both new and/or existing positions)

1. 7 RECRUITMENT-SALARY DETERMINATION

managers will be required to operate within approved budgets, manning schedules and in accordance with the company recruitment policy. A standing approval will exist for approved vacancies to be advertised requests to provide an offer to an applicant

1.8 REVISIONS MADE TO THE POLICY

Connexxion Group may make changes to this policy from time to time to improve the effectiveness of its operation. In this regard, any staff member who wishes to make any comments about this policy may forward their suggestions to Human Resources.

FURTHER ASSISTANCE

Any Employee who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit the HR department.

2.POLICY ON SHIFT DUTIES

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2.1 BACKGROUND

This policy has been developed in support of the provisions for shift duties set out the broad terms and conditions that apply to the Labour Act for Employees

The provisions of this policy are to be read in conjunction with the provisions of the *Shift policy*.

2.2 POLICY STATEMENT

In order to facilitate enhanced and flexible operations of Connexxion Group, a Staff member may be required to work shift work. In some circumstances, a shift allowance will be payable in accordance with the provisions of this policy. Shift work arrangements may be common in some organizational units, while in others it may occur temporarily to support periodic changes in workload demands arising during the course of the year.

2.3 DEFINITIONS

2.3.1 "Afternoon Shift" means any shift finishing after 7:00 pm and at or before midnight.

2.3.2 "Broken Shift" means an ordinary time shift worked in two periods of duty during the hours 7:30 am to 7:00 pm.

2.3.3 "Double Shift" occurs when a staff member is required to work two consecutive shifts, or any portion of a second consecutive shift.

2.3.4 "Night Shift" means any shift finishing after midnight and at or before 7:30 am.

2.3.5 "Night Shift (non-rotating)" refers to any shift pattern in which night shifts are worked which do not rotate or alternate with another shift so that the Employee has at

least one third of their working time off night shift in each roster cycle. In these instances, night shifts attract a 30% shift penalty allowance.

2.3.6 "Ordinary Time Shift" means any period of work starting at or after 7:30 am and finishing at or before 7:00 pm.

2.3.7 "Shift" or "Rostered Shift" means a continuous period of work, during which a shift worker is rostered for duty.

2.3.8 "Shift Roster" means a sequence of shifts in a roster to be normally worked by a staff member. These hours are normally arranged so as to form a recurring cycle of five days on shift and two days off per week.

2.4 APPLICATION

This Policy outlines shift duties policies be applied within Connexxion Group and applies to all Employees

2.5 REVISIONS MADE TO THE POLICY

Connexxion Group may make changes to this policy from time to time to improve the effectiveness of its operation. In this regard, any staff member who wishes to make any comments about this policy may forward their suggestions to Human Resources.

2.6 FURTHER ASSISTANCE

Any Employee who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit the HR department.

3.EMPLOYEE COMPLAINT MANAGEMENT POLICY

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3.1 BACKGROUND

this policy seeks to manage Employee grievances and concerns, to ascertain approach to solving Employees' problems.

3.2. POLICY STATEMENT

All Staff have the right to work in a safe working environment and to be treated with dignity and respect. Connexion Group provides these procedures through which staff can have a workplace complaint addressed.

3.3 APPLICATION OF POLICY

Every staff member has a right to use the procedures in this policy if they believe they have a legitimate complaint that can be dealt with under these procedures.

3.4. DEFINITIONS

3.4.1 What is a Workplace Complaint?

A Workplace Complaint means a complaint from a staff member concerning treatment in the workplace that is inequitable or procedurally unfair; or a complaint that arises from perceived personal concerns relating to one or more work-related interpersonal

relationships. If more than one staff member raises the same or substantially similar complaint(s), then each complainant will be managed separately.

3.4.2 Vexatious claims and claims made without reasonable cause:

Staff members should not raise complaints which are vexatious or without reasonable cause.

Vexatious means that:

- *the main purpose of a claim is to harass, annoy or embarrass the other party; or
- *there is another purpose for the complaint other than the settlement of the issues arising in the claim (or response).

‘Without reasonable cause’ means that a claim is made without there being any real reason, basis in fact(s) or purpose. Such claims include allegations that are:

- *so obviously untenable that the claim cannot possibly succeed;
- * manifestly groundless;
- *insufficiently particularised.

Where a claim is determined as vexatious or made without reasonable cause, the staff member who raised the complaint will receive written notification of the determination which will include reasons as to why the complaint was deemed as vexatious and/or without reasonable cause.

3.5 PRINCIPLES OF MANAGING WORKPLACE COMPLAINTS

3.5.1 In the case of all complaints, the company will review the allegations and respond to the staff member who raised the complaint.

3.5.2 While the procedural requirements of managing the complaint may vary, the Company aims to ensure that:

- Complaints are addressed sensitively, promptly and in accordance with relevant company policy and principles of natural justice;
- all reasonable steps are taken to respect the confidentiality of the people involved in a complaint process;
- fairness and impartiality prevail throughout the appropriate resolution process - until a complaint is investigated and a decision is made, a complaint is an allegation, not a fact;
- appropriate records are maintained throughout the resolution process;
- persons who notify complaints are protected from victimization or reprisal; and
- persons who notify complaints are regularly informed of the progress of the matter, including the consequences of any finding that the complaint is substantiated or not substantiated.

3.6 PROCEDURES

3.6.1 Employees should normally raise a complaint with their nominated supervisor and attempt to resolve such claims locally and informally.

Where the attempt to resolve a complaint informally, fails, or where it is not appropriate to resolve the complaint locally and informally, staff may submit a formal complaint to Human Resources, Human Resources will then record the lodgment of the complaint in the Company Register of Staff Complaints.

If the complaint is dealt with formally, the Company will aim to ensure:

- Before a complaint is investigated, the complaint relevantly describes their allegations (in most instances, but not all, this will need to be in writing), including particulars of the allegations so that they can be investigated appropriately;
- The person against whom the allegations are made is provided with a copy of the allegations that will be investigated; and
- All parties are informed in writing of the outcomes of any investigative process.

3.7 OUTCOMES AND REFERRAL

If a complaint is investigated under this Policy and findings are made that substantiate any or all of the allegations made, the relevant nominated supervisor/ relevant Member of the Executive may:

- Counsel the staff member involved on their behavior and the findings made as a result of the investigation;
- Commence disciplinary action accordingly of which may include termination of employment;
- Take some other form of appropriate action

3.8. CONFIDENTIALITY AND VICTIMISATION

3.8.1 The Parties to a complaint are required, at all stages of this policy and procedure, to maintain confidentiality in relation to the concern or complaint. The parties must not disclose, by any form of communication, either the fact or the substance of the allegations or issues to anyone other than a member of the Executive.

3.8.2 A Person must not victimise or otherwise subject another person to detrimental action as a consequence of that person raising, providing information about, or otherwise being involved in the resolution of a complaint under these procedures.

3.8.3 Any breach of either the confidentiality or non-victimisation requirements will be treated seriously by the Company, and may result in disciplinary action. Any such breach will be referred for investigation and handling in accordance with the relevant misconduct procedure.

3.9 REVISIONS MADE TO THIS POLICY

From time to time the Company may make changes to this policy to improve the effectiveness of its operation.

FURTHER ASSISTANCE: Any staff member who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit the HR

4.EMPLOYEE REWARD & DISCIPLINARY POLICY

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4.1 BACKGROUND

The company has a progressive reward and discipline policy to identify and address Employee and employment related successes and problems. This policy applies to any and all Employee conduct that the company, in its sole discretion, determines must be addressed by either rewards or discipline. Of course, no reward or discipline policy can be expected to address each and every situation requiring appreciative or corrective action/measure that may arise in the workplace. Therefore, the Company takes a comprehensive approach regarding reward or discipline and will attempt to consider all relevant factors before making decisions regarding reward and/or discipline.

4.2 POLICY STATEMENT

- To ensure that all Employees conduct themselves properly in the interest of workplace harmony, safety and effectiveness.

- To guide Employees and management as to the conduct expected and the appropriate corrective measures.
- To recognise and also encourage positive conducts within the company.

4.3 DEFINITIONS

- 4.3.1 Query: a question, especially one expressing doubt or requesting information
- 4.3.2 Suspension: the act of stopping something or someone operating, etc. for a period of time
- 4.3.3 Warning: statement or event that informs of something or that serves as a cautionary example.
- 4.3.4 Termination: to bring to an end; a contract.

4.4 APPLICATIONS

This policy applies to all Employees of Connexxion Group

4.5. PURPOSE OF REWARD OR DISCIPLINE

To have certain rules and regulations to enable Employees carry out activities in an orderly, meaningful and deliberate manner.

4.5 STEPS OF DISCIPLINARY ACTIONS

Disciplinary actions would be carried out in four (4) Steps;

- **Verbal Warning:** As the first step in the progressive discipline policy, an Employee will be given a verbal warning when he or she engages in problematic behavior. A verbal warning is meant to alert the Employee that a problem may exist or that one has been identified, which must be addressed. Verbal warnings may be documented and maintained by the manager of the Employee in question. A verbal warning remains in effect for three months before harsher penalties are necessarily applied or prescribed and is removed from Employee record after 6 months if there is no reoccurrence.
- **Written Query:** A written query is more serious than a verbal warning. A written warning will be given when an Employee engages in conduct that justifies a written warning or the Employee engages in unacceptable behavior during the period that a verbal warning is in effect. Written Query are maintained in an Employee's personnel file and remains in effect for 6 months. This is achieved via progressive discipline because Verbal Caution & Warnings have been given to the Employee and a chance to stop the offending misconduct.
- **Suspension:** A suspension without pay is more serious than a written warning. An Employee will be suspended when he or she engages in conduct that justifies a suspension or the Employee engages in

unacceptable behavior during the period that a written warning is in effect. An Employee's suspension will be documented, regardless of the length of the suspension issued. This will remain in effect on record for one year.

- **Termination:** An Employee's employment will be terminated when he or she engages in conduct that justifies termination or does not correct the matter that resulted in less severe discipline.

Again, while the Company will generally take disciplinary action in a progressive manner, it reserves the right, in its sole discretion, to decide whether and what disciplinary action will be taken in a given situation.

4.7 REWARD CATEGORIES:

- Outstanding Staff Award (Punctuality, Performance Appraisals, Knowledge Sharing)
 - ✓ Lunch for 2 people at any fast food eatery, movie ticket for 2 people, staff picture framed on notice board, household item etc. To be done every quarter.
- Most Profitable/Resourceful Department (High income/profit with minimal management intervention and resource committed)
 - ✓ Lunch or Dinner at a choice eatery. To be done once yearly.

4.8 SANCTIONS WITH CATEGORIES:

- **Absence/ Late Resumption:** Lateness or absenteeism for more than twice a quarter without proper authorisation;
 - Where an Employee is late to work without prior notice, such Employee would face a penalty for the equivalent of a day's salary.
 - frequent absenteeism will give rise to a query
 - where the query has been issued three times, Employee would be subject to dismissal.
- **Delay Project Delivery:** Submission/delivery of expected project deliverables close to deadline especially when other team members are to carry on from where the responsible staff stops, resulting in pressure on subsequent team member to conclude. Responsible staff will be followed up or conclude that delivery to the end or be available until the other team member concludes his/her task. In addition, a day's pay will be deducted from the next pay circle.
- **Non-Compliance or Insubordination:** where failure to execute official instructions from manager results in delays or obstruction of work process or where an Employee becomes abusive either verbally or written. Penalty is Suspension with deduction of pay equivalent to number of days suspended commencing the next pay cycle. In addition, a written apology would be added

to the file of defaulting staff. These are to be carried out immediately after full investigation.

- **Wastage/Unauthorised Use:** Company cars, telephone, internet, property, etc.
 - Misuse of car without authorisation or taking to another destination contrary to place originally intended for: Refill car to full tank or repairs if car gets damaged as a result and would be done immediately.
- **Abscondment/Desertion:** When an Employee is absent from work without authority or good reason for longer than three days this could, in the absence of a written resignation, be tantamount to abscondment. However, management should not merely assume, at the outset, that the Employee has absconded. Should the Employee's actions and the circumstances of his/her absence indicate that he/she may not be returning to work within a reasonable period and there is no good reason given for this, the Human Resource Management team is to institute a written warning.

Penalty for Abscondment:

1. Written warnings instituted will not be written off the records of affected staff.
2. Possible forfeiting of a month salary if ascertained that proper process was not followed and there is indeed a desertion/absence of staff.

4.9 DISCIPLINARY APPROACH

- Management must ensure that no infringements are ignored.
- Where an alleged infringement results in criminal charges being laid, this must not allow the implementation of internal disciplinary steps to be delayed. The outcome of a court action will not affect the outcome of the disciplinary process and is dealt with as an entirely separate procedure.

4.9.1 Disciplinary Hearings

A formal disciplinary hearing takes place when a serious infringement like breach of Company Information Security, physical harm to another Employee, fraud or falsification of personal information has occurred, or when an Employee has already received a final written warning for the same or similar offence, dismissal could be considered.

Employee rights to disciplinary hearing: The Employee is allowed to give an adequate written response to written warnings or queries as the case maybe. A maximum period of 24 hours is the required response time.

4.9.2 Outcomes for Employee Breaches:

Disciplinary action will be taken against Employees who go against the set-out policies and procedure of the Company. Employees behavioral activities that result to unnecessary and avoidable operational bottlenecks, security incidences, health, safety & environment breaches, quality standards attach Zero tolerance which will be dealt with accordingly.

Operational breaches such as, but not limited to; avoidable delays in delivery and meeting of deadlines, punctuality, customers' satisfaction, security awareness, Health, Safety & environment etc. will attract written warning as the first intervention, which may eventually result in suspension, revocation of access as the case maybe or termination.

Appendix:

Rewards with Cost:

Individual Award:

Lunch for 2 people at any fast food eatery N10, 000.00

Movie ticket for 2 people N5, 000.00

Household item N10, 000.00 – N12, 000.00

Department/Unit Award:

Lunch or Dinner at an identified eatery joint not exceeding N50, 000.00

REVISIONS MADE TO THIS POLICY

From time to time the Company may make changes to this policy to improve the effectiveness of its operation.

FURTHER ASSISTANCE: Any staff member who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit the HR

5 RECRUITMENT POLICY

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5.1 BACKGROUND

This is improving the procedure of recruiting Employees and make recruiting effective.

Policy statement

2.1 The aim of the policy is to outline the relevant steps in the recruitment process and to assign individual responsibilities for each of these steps.

5.2 DEFINITIONS

Recruitment: Recruitment describe hiring of staff who are suitable for the position needed from communities and universities

Hiring Manager: is the Employee who requested a new position to be filled.

Shortlist: List of Candidates who will be invited to interview

Interview: a formal meeting at which someone is asked questions in order to find out if they are suitable for a job

5.3 APPLICATION

This procedure belongs to the Admin and Human Resource Department

5.4 INTERVIEW

Human Resource calls candidate and find if the candidate is suitable and subsequently Conducts interview

5.5 APPROVAL FOR EMPLOYMENT

The Board of Director approves the Employment Directors.

Managing Director approves the Employment of all contract and full time Staff.

5.6 PLANNING/DEMAND

5.6.1 All staff involved in recruitment must adhere to this policy.

5.6.2 HR will identify need for an opening and decide whether to hire externally or internally.

5.6.3 Review the position and compose a job advertisement which entails the job description that supports the recruitment and selection process and ensure the best possible outcome to meet the needs of people we support.

5.6.4 select appropriate sources (external or internal)

5.6.5 Decide on the selection stages and review cv/resume in company database

5.6.6 The Lead person will liaise with the HR in the recruitment process, including input into the selection of the interview panel.

5.6.7 shortlist all applications and proceed through all selection stages. All application will be screened for eligibility using essential qualifications, experience and skills criteria that are outlined in the person specification.

5.6.8 run and select the most successful candidate

5.7 SUPPORT/RESOURCE

HR will be responsible for the preparation and transmission of all correspondence to be sent to those short –listed for interview. The correspondence should include the invitation to the interview and the job description for the post and also inform candidates if they were selected or rejected.

5.8 PROBATION PERIOD

All Employees are subject to **6 MONTHS** of probation, during this period;

- The new Employee submission of Guarantor letter and employment data form (2) to Human Resource Management team.
- Submit a Health Report to Human Resource Management Team

5.9 PROBATION COMPLETION

- Employee's Supervisor is to remind Human Resource Management to start probation completion process.
- Human Resource Management team would then start and assign probation evaluation to the Employee, and supervisor.
- Human Resource Management sends the probation completion letter to Head of operations.

9, Performance evaluation

Human Resource Management evaluates all recruitment procedures and documents according to company policy.

10. Revision

After the implementations of this procedure for 3 months, company will review and improve.

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Further assistance

6. LEAVE ADMINISTRATION POLICY

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6.1 BACKGROUND

Lack of proper leave management can lead to unauthorized absence of Employees from duty, lower productivity, fall in productivity hours, missing of important targets and so on. These types of issues can be resolved with a leave manual

The provisions of this policy are to be read in conjunction with the provisions of the Administrative *Leave Policy*.

6.2 Purpose: the purpose of leave policy for Employees is to lay guidelines regarding when to avail leave and the process to take leave with pay, leave without pay, leave of absence policy and so on

6.3 Application: the leave policy is applicable to all the regular Employees of the company

6.4 Definition:

Administrative leave: A period of time when an Employee does not have to go to work for a particular reason

6.5 Guidelines for leave policy

6.5.1. Leave cannot be claimed as a matter of right, any kind of leave can be granted or refused depending upon the business demands. Leave of absence from work without proper approval will call for disciplinary action.

6.5.2 The calendar year for leave is from January to December

6.5.3 All leave record of the Employees shall be maintained in Human Resource Management Software tool

6.5.4 All leaves should be applied on Human Resource Management Software tool before proceeding. In case of emergency when leave cannot be applied in advance, telephonic intimation to the immediate reporting manager should be done and it must be regularized within 2 days of resuming duty on Human Resource Management Software Tool

6.5.5 Employees will be eligible for earned leave only after completion of probationary period. On confirmation earned leave for the period of probation will be credited to Employees account

6.5.6 An Employee cannot proceed on leave without approval from reporting supervisor.

6.5.7 If an Employee is absent continuously for 7 days beyond sanctioned leave, and there is no response from the said Employee and she/he doesn't return within 7 days of expiry of sanctioned leave.

- There would be an issuance of a warning letter and where there is no response from Employee within 3 days of issuance of 1st warning letter, 2nd warning letter will be issued. If there is still no response from the said Employee final termination letter will be issued in 3 days after issuance of 2nd warning letter.

6.5.8 In case of prolonged illness, leave of absence from work, an Employee is supposed to inform the immediate reporting supervisor at regular interval about their condition and most probable date of return. In absence of any communication from Employee serious action can be taken by the company

6.5.9 Leave without approval will be considered as leave without pay

6.6.0 Weekends and any holiday lying between the sanctioned leave periods will be excluded and not be counted as leave in case of casual and earned leave

6.6.1 Leave for coming year cannot be availed in the current year

6.6.2 In the case of planned leave, it is the responsibility of the Employee to apply for leave in advance, however in the case of an unplanned leave, Employee must regularize leave within 2 days of resuming duty.

6.6 Types of leave

There are different types of leave. The leave can be categorized as annual paid leave or unpaid leave. Some leave which are approved are granted to an Employee basis availability of leave balance are paid leave with pay

However unpaid leave or leave without pay can be availed by an Employee at the time of emergency and when no leave balance left

6.6.1 Casual Leave

6.6.2 Annual leave

6.6.3 Maternity Leave

6.6.4 Paternity Leave

6.6.5 Leave without pay

6.6.6 Bereavement Leave

6.6.7 Sick Leave

6.6.8 Leave of absence

6.6.1 Casual leave

Casual leave is paid leave

Employee joining during the course of the year company will get their leave pro rata basis (proportion)

Casual leave can be taken for minimum half day and maximum 4 days a Month

Casual leave cannot be carried forward to the next year

Casual leave cannot be clubbed with annual leave or any other type of leave

Casual leave should be applied one day in advance and a week in advance when it is applied for more than 2 days.

Casual leave not availed during the year will lapse at the end of year

Process for casual leave

Casual leave applied by an Employee on Human Resource Management Software Tool. For approval, the leave notification will reach the immediate reporting manager. Once approved, approval notification will reach to Employee and Human Resource Management Team. leave pay is deducted from leave balance in the Employee's account and latest balance updated on Human Resource Management Software Tool.

6.6.2 Annual leave

Annual leave can be taken for maximum 15 working days in a month

Leave application for annual leave must reach reporting supervisor 15 working days in advance

New Employees joining during the mid of year privilege leave will be credited on pro rata basis.

Process for annual leave

- Employee must apply for earned leave 15 days in advance.
- Once applied, notification will reach immediate reporting supervisor.

- Once approved leave notification will reach Employee and HR. leave balance after deduction will be updated on Human Resource Management Software

6.6.3 Maternity leave

All confirmed female Employees shall be entitled for maternity leave as per Maternity Benefit Act, with full pay for a period of continuous **26 weeks** (excluding National holidays) for each pregnancy up to a maximum of 2 confinements

Leave taken for Prenatal treatment for the first **7 months** of pregnancy will be considered as Normal Leave Not Maternity Leave

A woman Employee can take Maternity leave earliest **8 weeks** before the expected date of delivery.

Process of maternity leave

Before proceeding on maternity leave, it is needed to be applied on Human Resource Management Software Tool and must be approved by the reporting supervisor

The woman Employee proceeding on maternity leave must also submit doctor report to Human Resource Management Team.

6.6.4 Paternity Leave

All Regular Male Employees are eligible for Paternity leave

A maximum of **10 working** days of paternity leave can be availed by an Employee

The paternity leave must be taken within 15 days of child birth, failing which the leaves will lapse

The leave must be taken at a stretch

Process of Paternity Leave

Paternity leave must be applied at least 15 days before the expected date of delivery

Employee can commence for leave from the actual date of delivery. The leave must be approved by immediate reporting manager.

6.6.5 Leave Without Pay

An Employee can avail leave without pay in case existing leave balance is exhausted and Employee is in need of leave due to unforeseen circumstances

In case no approval taken for leave without pay, such absence of Employee will be considered as leave of absence from work

Disciplinary` action will be taken in case of absence of Employee without approval

No salary would be given to Employee for the days leave without pay is availed

Once approved by immediate reporting manager and department head, leave can be availed by Employee

Leave will be updated as loss of pay on Human Resource Management Software Tool

6.6.6 Sick Leave

Full-time Employees will accumulate sick leave at the rate of **8 hours** (one full day) per month.

Sick leave includes absences due to illness, accidents, medical and dental appointments, or pregnancy. Covered absences will also include attending to the Employee's immediate family including spouse, dependent children and the Employee's parents. Employees who are unable to work because of illness are required to notify their supervisor prior to their regularly scheduled work time. Employees absent for 3 or more consecutive days, due to illness, must submit a doctor's note upon their return to work. In the case of situations that require an Employee to be absent for an extended period of time, the Employee should contact their supervisor to discuss options to cover the extended leave.

Process of sick leave

Employee can commence for leave from the actual date of ailment the leave must be approved by immediate reporting Manager

6.6.7 Bereavement leave

In the event of the death of an immediate family member, an Employee will be granted time off with pay up to a maximum of **5 working days**. The Employee's immediate family members include: Spouse, Child/step-child and their spouses, Parent/step-parent, parent-in-law, Sibling, Grandchild/step-grandchild, Grandparent or spouse's Grandparent.

If an Employee plans to attend the funeral of any other relative not listed above, he/she will be granted **1 day off** with pay. Additional time may be taken off in this situation but the Employee must use available personal or vacation time.

If an Employee requests time off for the death of a non-family member, the Employee must use available casual leave

Process of bereavement leave

Bereavement leave must be applied at least 15 days before funeral

The leave must be approved by immediate reporting manager

6.6.8 Leave of Absence

The leave of absence is defined as an unpaid duly approved absence from work for a limited period of time for Medical or personal reasons

Process of Leave of Absence Policy

Medical reasons: A request for leave of absence from work must be raised on Human Resource Management Software Tool. The request will reach the immediate supervisor and head of department for approval. An Employee is supposed to take approval from leave of absence from work at least **20 days** in advance when the need for leave is foreseeable. In case of leave of absence from work due to medical reasons a certificate from physician need to be submitted to HR

Personal Reasons: An Employee can apply for leave of absence from work when in need due to some unforeseen reasons. The maximum days of leave of absence can be applied for the duration of six weeks. (e.g. wedding)

Compensatory Off

An Employee is eligible for compensatory off when he/she has worked on an important assignment on any of the National/festival/declared off day

Approval to work on any such day i.e. national/festival/declared off day must be taken by senior management

Compensatory off must be availed within a period of one month else it will lapse

Process to Avail Compensatory Off

Approval of Senior Management is must for compensatory off, Employee who has worked on national/festival/declared off day can avail leave in lieu of work done o above mentioned days. The day Employee is taking compensatory off he/she must inform immediate reporting manager, once approved, it is immediate managers responsibility to inform Human Resource Management about the same.

Cancellation of Leave

Approved leave can be cancelled depending upon the business demand.

Leave once cancelled by reporting Manager, an automatic notification will reach to the Employee and the Human Resource Management.

Leave balance will be updated accordingly by the Human Resource Management.

Extension of Leave

In case of extension of leave due to any unforeseen circumstances the Employee must inform reporting Manager in advance; once extension of leave is approved by reporting manager it is the Manager's duty to inform Human Resource Management. This is the case when leave extension has been done verbally or over the phone.

The extended leave must be applied on Human Resource Management Software Tool in case of planned extension so that both the reporting Manager and Human Resource Management are informed automatically

Leave balance is update on Human Resource Management Software Tool by the Human Resource Management team

Where an Employee overstays without approval it will be treated as absence from duty and disciplinary action will be taken against the Employee.

Leave extended without permission will be treated as loss of pay.

Leave Calculation on Resignation/Termination

In case Employee has resigned from the services or on termination of Employee privilege leave will be calculated till the last working day of the Employee and will be paid in full and final settlement of the Employee

Revision

The company reserves the right to revise, modify any or all clauses of this policy depending upon demand of business

Further assistance

7. ORIENTATION AND PROBATION POLICY

Document version	Drafted by	Reviewed by	Authorized by	Effective Date
Version 1.0	HR Adesua Iyoyojie	Legal Adviser Paula Oluwaseyi	H.O.P Jerry Ohiwerie	2ND March 2020

Review History

Reviewed by	Reviewed date	Amended by	Effective Date

7.1 BACKGROUND

The provisions of this policy are to be read in conjunction with the provisions of the Labour Act Recruitment Policy

7.2 POLICY STATEMENT

To ensure that all new Employees receive a positive start to their work term at Connexxion group and feel comfortable in their new working environment.

7.3 DEFINITIONS:

7.3.1 Employee Orientation is the process of introducing new hires to their jobs, co-workers, responsibilities and work place. It also makes them aware of the company's policies, expectations, and integrates them comfortably into their new positions and the company's organizational culture.

7.3.2 Employee Probation is a trial period of employment during which the Company studies the ability of the new Employee to carry out the assigned job function and the Employee proves his ability or suitability for the position. Also, the company reserves the right to terminate without notice the Employee's appointment if found unable to do well on the job.

7.4 APPLICATION

This policy applies to every new/existing staff of Connexxion group.

7.5 PLANNING/DEMAND:

7.5.1 The Human Resource Management or Administration team should plan ahead of the start date of the new Employee. The Employee supervisor and Human Resource Management should consider and prepare the information that the new Employee needs to know about the work environment that would make them feel comfortable.

7.5.2 The Employee supervisor and HR should consider the key policies and procedures the new Employee must be aware of on the first day to avoid any serious mistakes.

7.5.3 The IT manager and HR should make arrangements for the new Employee's email account and work space to be set up.

7.5.4 The Employee supervisor and HR should seek an appointment with the Managing Director for a brief introductory meeting with the new Employee where possible.

7.5.5 The Employee supervisor and HR should make sure that all the staff on the new Employee's team are aware of the start date of the Employee

7.5.6. The Employee supervisor and HR should ensure that all the team members are introduced to the new Employee in person and via email

7.5.6. The Employee supervisor and HR should begin the day with a brief meeting with the new Employee and confirm that the new Employee has read and understood the job description

7.5.7. HR ensures the Employee orientation checklist is filled appropriately

The Employee and Admin should Provide the Employee with necessary paperwork needing to be completed from the Human Resources Department.

7.6 OPERATION/ PROCEDURE:

7.6.1 New Employee shall be provided with an orientation within the first 2 weeks of Employment at Connexion group.

7.6.2 The Employee supervisor and HR Officer shall schedule and conduct the orientation to cover the following areas;

7.6.3 Review of the contents of their offer of employment, including the HR Policies and other organizational policies and procedures

7.6.4 Review of their job description including responsibilities and expected job outcomes

7.6.5 Tour of facilities and working area

7.6.6 Introduction to co-workers and the senior management team, when possible

7.6.7 Review of probationary period, performance evaluation process, and pay Administration

7.7 NEW EMPLOYEE PROBATION

7.7.1 Supervisors' must ensure that the probation period is used effectively to measure the new staff's fit into the position and company.

7.7.2 Standard probation period is six months.

7.7.3 The supervisor to follow up probation period of new staff with this checklist;

7.7.3.1 Create a work plan with the new Employee, supervisors must ensure adherence to probation policy while developing the work plan

7.7.3.2 Supervisor must communicate the performance plan along with targets that the new Employee is expected to meet.

7.7.3.3 Supervisor should ensure that all the equipment, resources and opportunities are provided to the new Employee to perform at optimum levels

7.7.3.4 Supervisor must passively but frequently observe the performance of the new staff

7.7.3.5 Supervisor should schedule a monthly probationary review meeting with the new staff and communicate evaluation of performance/accomplishments as well as areas for improvement

7.7.3.6 Continue to monitor and support the new staff in accomplishing their performance targets

7.7.3.7 At the end of the probationary period, use the probationary Performance evaluation form and communicate assessment of the new staff's performance and work place behavior.

7.7.3.8 In case of satisfactory performance, Probation Completion Letter is issued to confirm the staff's employment

7.7.3.9 In case of the new staff being temporarily assigned to modified duties, other than the ones originally hired to do, the new staff probation may be extended for another three months.

7.7.3.10 In case of extension as in 7.7.3.9 above probation procedure 7.7.3.2 to 7.7.3.8 applies.

7.7.3.11 At the expiration of any probationary period and performance or workplace behavior is confirmed unsatisfactory, the supervisor informs the Head of operations who gives the necessary instructions for termination of appointment to the Human Resources for action.

7.8 REVISIONS MADE TO THIS POLICY

From time to time the Company may make changes to this policy to improve the effective-ness of its operation.

FURTHER ASSISTANCE: Any staff member who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit the HR

8.SEXUAL HARRASMENT POLICY

Document version	Drafted by	Reviewed by	Authorized by	Effective Date
Version 1.0	HR Adesua Iyoyojie	Legal Adviser Paula Oluwaseyi	H.O.P Jerry Ohiwerie	2ND March 2020

Review History

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8.1 Background

The objective of this policy is to define workplace sexual harassment and to outline

procedures for filing complaints, investigating sexual harassment claims and issuing appropriate disciplinary measures in the case of violations.

8.2 Policy statement

To promote moral and ethical values and Create workplace where Employees are protected and given confidence in the system

8.3 Application

This policy applies to all Employees of Connexxion group. All workers, at every level, will be subject to discipline, up to and including discharge, for any violation of this policy. Employees are prohibited from harassing others both on and off the Employer's premises and during or outside of work hours.

8.4 Definition

Sexual Harassment

Sexual harassment is unwelcome conduct of a sexual nature that is persistent or offensive and interferes with an Employee's job performance or creates an intimidating, hostile or offensive work environment. Sexual harassment is defined by the as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when, for example: a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Sexual harassment can be physical and psychological in nature. An aggregation of incidents can constitute sexual harassment even if one of the incidents considered on its own would not be harassing.

Examples of prohibited conduct include;

Though sexual harassment encompasses a wide range of conduct, some examples of specifically prohibited conduct include the following:

- Physical assaults of a sexual nature, such as rape, sexual battery, molestation or attempts to commit these assaults, and intentional physical conduct that is sexual in nature, such as touching, pinching, patting, grabbing, brushing against another Employee's body or poking another Employee's body.
- Unwelcome sexual advances, propositions or other sexual comments, such as sexually oriented gestures, noises, remarks, jokes, or comments about a person's sexuality or sexual experience.
- Preferential treatment or promises of preferential treatment to an Employee for

submitting to sexual conduct, including soliciting or attempting to solicit any Employee to engage in sexual activity for compensation or reward.

- Subjecting, or threats of subjecting, an Employee to unwelcome sexual attention or conduct or intentionally making performance of the Employee's job more difficult because of that Employee's sex.
- Sexual or discriminatory displays or publications anywhere in Connexxion workplace by Connexxion Employees.
- Retaliation for sexual harassment complaints.

8.5 Responding to Conduct in Violation of Policy

8.5.1 Employees

If an Employee feels that he or she is being subjected to sexual harassment he or she may immediately inform the harasser that the conduct is unwelcome and needs to stop. If the inappropriate conduct does not cease, or if the Employee is unable to or uncomfortable with addressing the alleged harasser directly, he or she should report the incident to his or her own supervisor or to the human resource (HR) director. It is helpful, but not required, to provide a written record of the date, time and nature of the incident(s) and the names of any witnesses.

It is important to report all concerns of sexual harassment or inappropriate sexual conduct to the HR or a supervisor/manager as soon as possible. Management must be made aware of the situation so that it can conduct an immediate and impartial investigation and take appropriate action to remediate or prevent the prohibited conduct from continuing.

8.5.2 Managers and supervisors

Managers and supervisors must deal expeditiously and fairly when they have any knowledge of sexual harassment within their departments, whether or not there has been a written or formal complaint. They must:

- Take all complaints or concerns of alleged or possible harassment seriously no matter how minor or who is involved.
- Report all incidents to HR immediately so that a prompt investigation can occur.
- Take any appropriate action to prevent retaliation or prohibited conduct from recurring during and after any investigations or complaints.

Managers and supervisors who knowingly allow or tolerate sexual harassment or retaliation, including the failure to immediately report such misconduct to HR, are in violation of this policy and subject to discipline.

8.5.3 Human Resources Management

The Human Resource Management Team is responsible for:

1. Ensuring that both the individual filing the complaint (complainant) and the accused individual (respondent) are aware of the seriousness of a sexual harassment complaint.
2. Explaining Connexxion's sexual harassment policy and investigation procedures to all parties involved.
3. Exploring informal means of resolving sexual harassment complaints.
4. Notifying the police if criminal activities are alleged.
5. Arranging for an investigation of the alleged harassment and the preparation of a written report.
6. Submitting a written report summarizing the results of the investigation and making recommendations to designated company officials.
7. Notifying the complainant and the respondent of the corrective actions to be taken, if any, and administering those actions.

The HR will determine if an inhouse investigation will be conducted or if a third party will be contracted to complete the investigation. All complaints involving senior management at the vice-president level or above will be handled by an external third party.

8.6 Complaint Resolution Procedures

Complaints should be submitted as soon as possible after an incident has occurred, preferably in writing. The HR may assist the complainant in completing a written statement or, in the event an Employee refuses to provide information in writing, the HR will dictate the verbal complaint.

To ensure the prompt and thorough investigation of a sexual harassment complaint, the complainant should provide as much of the following information as is possible:

- 8.6.1 The name, department and position of the person or persons allegedly committing harassment.
- 8.6.2 A description of the incident(s), including the date(s), location(s) and the presence of any witnesses.
- 8.6.3 The effect of the incident(s) on the complainant's ability to perform his or her job, or on other terms or conditions of his or her employment.
- 8.6.4 The names of other individuals who might have been subject to the same or similar harassment.
- 8.6.5 What, if any, steps the complainant has taken to try to stop the harassment.
- 8.6.6 Any other information the complainant believes to be relevant to the harassment complaint.

8.7 Discipline

Employees who violate this policy are subject to appropriate discipline. If an investigation results in a finding that this policy has been violated, the mandatory minimum discipline is a written reprimand. The discipline for very serious or repeat violations is termination of employment. Persons who violate this policy may also be subject to civil damages or criminal penalties.

8.9 Confidentiality

All complaints and investigations are treated confidentially to the extent possible and information is disclosed strictly on a need-to-know basis. The identity of the complainant is usually revealed to the parties involved during the investigation and the HR takes adequate steps to ensure that the complainant is protected from retaliation during and after the investigation. All information pertaining to a sexual harassment complaint or investigation is maintained in secure files within the HR department.

8.10 REVISIONS MADE TO THE POLICY

Connexxion Group may make changes to this policy from time to time to improve the effectiveness of its operation. In this regard, any staff member who wishes to make any comments about this policy may forward their suggestions to Human Resources.

8.11 FURTHER ASSISTANCE

Any Employee who requires assistance in understanding this policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit the HR department.

9.LEARNING AND DEVELOPMENT POLICY

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9.1 Background

9.1 Background to this Policy

1. Connexxion recognizes the importance of having a skilled workforce in order to achieve strategic and operational plans and is committed to providing an environment that is conducive to effective performance and promotes training and development opportunities for all staff.

9.2 Aim of this Policy

To provide a framework for training and development that ensures staff have necessary competencies to deliver on CONNEXXION GROUP's strategic and operational plans.

9.3 Application

This policy relates to the Training and Development of all CONNEXXION GROUP staff.

9.4 Policy Statements

There will be equality of opportunity for all CONNEXXION GROUP staff to develop their knowledge, skills and abilities through a blend of learning methods including mentoring, coaching, on the job learning, courses, conferences and seminars.

9.4.1 The training needs of staff will be identified through Performance Management and Operational Planning in line with best practice and legislative guidelines.

9.4.2 The Annual Training Plan, outlining planned in house training courses will be approved by the Operational Management Team and communicated to all staff.

9.4.3 CONNEXXION GROUP will facilitate externally accredited training and development opportunities for staff subject to the availability of funding. .

9.4.5 All training, i.e. courses, workshops, seminars, and conferences will be coordinated through the HR Department.

9.4.6 All training will be evaluated to inform changes and improvements in training provision.

9.4.7 The Head of Department will agree with staff member, how knowledge/skills learned will be shared to inform team/organizational learning.

9.4.8 The head of department will facilitate the staff member to transfer the knowledge/skills learned in training to the workplace.

9.4.9 Staff participating in training will satisfy all attendance, assessment and evaluation requirements within the required timeframes.

9.4.10 CONNEXXION GROUP will develop internal trainer capacity to facilitate delivery of training programmes in line with organizational needs and to provide development opportunities for staff.

9.4.11 Where staff are undertaking further education outside of normal working hours they can apply for study/exam leave.

9.4.12 Staff will consult with their head of department on planning any pieces of work, course assignments or dissertations to ensure that the outcomes support continuous improvement for CONNEXXION GROUP. Findings from research carried out by staff as part of CONNEXXION GROUP funded programmes should be made available to the organization.

9.4.13 Where a member of staff has course funding from CONNEXXION GROUP and they cannot produce an official statement of results for exams completed and passed, funding will be discontinued for the following year. The member of staff may also be requested to refund all monies paid on their behalf to CONNEXXION GROUP.

9.4.14 Applications for study or exam leave will be considered from all staff undertaking courses, not just those being funded by CONNEXXION GROUP. It will be based on the relevance of the course to their role in CONNEXXION GROUP and must have prior written approval of the Head of department.

9.4.15 Study and exam leave must be taken within the academic year (not the calendar year) of the course. No leave will be backdated.

9.4.16 Study and Exam Leave Entitlements for Staff:

Exam leave application forms must be submitted to head of departments with official exam schedule at least 3 months prior to leave being required. Leave entitlements will cover the duration of the exam.

10. PERFORMANCE MANAGEMENT POLICY

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10.1 Background

This policy aims to affirm the Connexxion's commitment to excellence by creating a positive and stimulating environment in which staff can operate effectively, achieve success and satisfaction in their work, and contribute to the achievement of the Connexxion's strategic and operational priorities.

The Connexxion provides a comprehensive and transparent performance management framework to support effective performance and encourage excellence while dealing fairly with underperformance, unsatisfactory performance and misconduct.

The Connexxion offers a range of relevant professional development pro-grams to educate staff in the following areas, to support staff in the development of knowledge and skills to perform their role, and to actively manage their own professional and career development.

10.2 Application

This policy applies to all staff employed by the Connexxion.

10.3 . Definitions

Appraisal: an act of assessing something or someone.

Performance: the action or process of performing a task or function

Probation: a process of testing or observing the character or abilities of a person who is new to a role or job.

10.4 Performance Management Framework

10.4.1 Performance comprises two components:

- a staff member's capacity to fulfil the requirements of the position, and
- a staff member's conduct while undertaking the requirements of the position

10.4.2 To operate effectively in any position, a staff of Connexxion must:

- have the required knowledge, skills, abilities, experience and qualifications, and
- be prepared to behave in an appropriate manner, to follow instructions, not intentionally harm the business of the company, use skill and care while working and behave in accordance with the Staff Code of Conduct.

10.5 The performance management framework comprises several key elements including: probation, performance planning and review, staff development, recognising and rewarding exceptional performance, dealing with unsatisfactory performance, misconduct and serious misconduct, and managing ill-health.

10.6 The performance management framework aims to:

- optimise the performance of individual employee and the company;

- align the work of individual employee with the strategic priorities of the company and the work area, and,
- manage underperformance and unsatisfactory performance, mis-conduct and serious misconduct, and ill-health fairly and effective-ly

10.7 The company is committed to supporting supervisors in the effective management of their staff and to foster a positive environment that is conducive to elevated levels of performance and engagement.

10.8 Probation

10.9 All staff employed in ongoing or fixed-term appointments normally undergo a probationary period, during which a probation plan is developed. The probation plan includes a statement outlining appropriate goals, which are based on the requirements of the position as outlined in the position description, and a schedule of formal and informal meetings to monitor and review progress. However, a probationary period is not normally required for a fixed-term staff member on a second or subsequent reasonably contiguous appointment in a position of the same or similar duties.

10.10 For new Employee, a 6 months probationary period normally applies. To maintain the high quality of productivity at the Connexxion, all employee, except where approved by the Deputy Vice-Chancellor (Academic), are required to complete the Connexxion's Foundations of Connexxion Productivity professional development course during their probationary period or demonstrate they have successfully completed a comparable course at another Connexxion. An appointment will not be confirmed with-out fulfilment of this requirement.

10.11 Performance Planning and Review

10.11.1 Performance Planning and Review (PPR) applies to all Employee,

10.11.2 The principal purpose of PPR is to ensure alignment between the performance and development of individual employee, work area plans and priorities, top level plans and the Connexxion's Strategic Plan and to develop an active and constructive partnership between a staff member and their PPR supervisor. Through PPR conversations, direction, guidance and support can be given, goals for individual staff can be set, development needs for the future can be identified and constructive relationships between staff can be fostered.

10.12 Staff Development

10.12.1 Employee development plays a significant role in attracting, developing and retaining excellent staff and is process through which staff continue to learn and expand their capability to be effective in their work. Staff development is a responsibility shared by individual staff members and their supervisor, to encourage staff to expand, develop and utilise their skills and abilities for the advancement of themselves and the Connexxion.

10.12.2 Furthermore, increased organisational effectiveness is generated when the capabilities of staff are enhanced and they can better understand, and keep improving,

the ways the organisation works – its practices, culture and systems. Supervisors are encouraged to allow access to relevant staff developments activities by staff within there are of responsibility.

10.13 Recognizing and rewarding exceptional performance

The Connexxion acknowledges that the achievement of our strategic priorities depends on our staff. The deliberate recognition and reward of the performance of our staff can help build a culture of high performance, increase staff engagement, reinforce positive behaviours, increase retention of key staff, and maintain and enhance equity. Supervisors are encouraged to recognize and reward staff within their area of responsibility that demonstrate sustained exceptional performance.

10.14 Dealing with Unsatisfactory Performance, Misconduct and Serious Misconduct and Managing Ill-Health

10.14.1 Connexxion acknowledges that there will be occasions where a Supervisor determines the performance or conduct of a staff falls below expectations. Should this occur Connexxion will apply the relevant process.

11. DRESS CODE POLICY

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11. DRESS CODE POLICY

11.1 PURPOSE:

To provide guidelines for acceptable employee work attire & appearance.

11.2 APPLICATION

All employees.

11.3 STATEMENT OF POLICY:

Dress, grooming and personal cleanliness standards contribute to the morale of all employees and affect the business image we present to clients and visitors. During business hours employees are expected to present a professional, business-like appearance and to dress according to the requirements of their positions. Employees who appear for work inappropriately dressed will be sanctioned

11.4 GENERAL GUIDELINES FOR ALL STAFF:

11.4.1 ID badges should be worn all times so our clients can differentiate between staff and the public.

11.4.2 ID badges should be kept clean (ie: no stickers or other appearance altering items may be placed on the ID badge).

11.4.3 ID badges may be worn on a standard collar clip.

11.4.4 Hair (including sideburns, mustaches and beards) should be clean, combed and neatly trimmed. • Make-up, fragrances and accessories should be worn in moderation.

11.4.5 Fit and length of clothing should look professional and be appropriate for the physical requirements of the employee's position. •

11.4.6 Appropriate undergarments should be worn at all times.

11.4.7 Shoes should be appropriate for the job, in good condition and polished.

11.4.8 Sleeveless dresses and blouses may be worn if they look professional.

11.4.9 Tattoos and body art should remain as covered as possible.

11.4.10 Lewd or explicit markings may not be exposed.

ACCEPTABLE DRESS CODES

MONDAYS: BUSINESS FORMAL: (MANDATORY)

Men: Suit, tucked in plain shirt and trousers (tie is optional)

Women: Formal gowns, suit skirt or plain skirts and shirt

TUESDAY-THURSDAY: BUSINESS CASUAL

Shirt, trouser, sweat jacket, formal gowns

FRIDAY: CASUAL AND TRADITIONAL WEARS: