



**SIERRA LEONE WATER COMPANY
(SALWACO)**

Ministry of Water Resources and Sanitation

HUMAN RESOURCE POLICY MANUAL

August 2024

FOREWARD

This Human Resource Management Manual (or HRM Policy) is a direct, detailed and specific guide to how every staff of the Sierra Leone Water Company (SALWACO) should be effectively managed (i.e., planned, organised, directed, coordinated and controlled) primarily to consistently achieve the objectives, mission and vision of the Company.

This Policy (Manual) is, therefore, aimed at ensuring that there are adequate controls over the management of human resources of the Company through realistic guidelines which covers, among others the rewards, discipline and other systems all to achieve organizational goals, team work and goal congruence at all times and under all circumstances in SALWACO.

.....

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Managing Director

Date: 12 September 2024

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SECTION ONE - GENERAL BACKGROUND AND ORGANIZATIONAL STRUCTURE

1.0 Introduction

The Sierra Leone Water Company (SALWACO) was established in 2001 with the mandate of providing potable water supply services to six provincial towns in the country. Under the revised SALWACO Act 2017, the mandate was extended to provide water and sanitation services to four regions of the country (North, North -West, East and South) which accounts for an estimated 6.277 million people, representing 83.16% of the country's population (Statistics Sierra Leone , 2021 Mid-Term Population and Housing Census).

The company currently provides piped borne water supply services to the following towns and cities: Bo, Kenema, Makeni, Lungi, Kambia, Magburaka, Mile 91, Port Loko, Pujehun, K and Bonthe. There are ongoing optimization of water supply systems in various towns and cities and proposed intervention for new pipeline projects in diverse locations across the country. There are operation water supply systems such as gravity schemes, solar powered boreholes, hand-dug well, rain water harvesting and hand-dug across the country.

The enhanced efficiency of achieving high productivity, personal satisfaction in work, adequately rewarding employees of all ranks and grades depends upon willing cohesion and collaboration between the employers and employees.

1.1. Purpose of the Manual

The Human Resource Manual for Sierra Leone Water Company (SALWACO) provides guidelines and policies relating to the management of employees and their relationship with the Company. It ensures consistent practices in compliance with legal requirements, and fair treatment of all employees.

This Manual is intended to provide a general understanding and implementation of the basic Human Resource policies and procedures. It is a step-by-step guide to conducting the general HR tasks undertaken by the Human Resources division. It is a reference and working guide to the day-to-day administration of personnel policies, procedures and practices.

These procedures provide employees with a high degree of understanding, cooperation, efficiency, unity achieved through systematic measures and uniform application of modern human resource practices. It is essential that employees understand these procedures so that they comply with them.

Uniform application of these procedures will ensure fairness throughout SALWACO. It is the responsibility of Management, Directors, Managers and other team leads to ensure these procedures are followed strictly in a consistent manner.

If any procedure or policy described therein that conflicts with any or subsequently enacted law or regulation, the Company will comply with applicable laws and regulations.

1.2 Distribution of Manual

This policy manual will be made available to all staff (both substantive and in-coming staff). This manual is assigned to the position and not the incumbent of the position. This means that this manual should remain with the position if the incumbent moves on and remains the property of SALWACO. It is the responsibility of every staff member to ensure that s/he is familiar with the provisions in this manual.

The policies and procedures in this manual remain in effect until SALWACO deems it necessary to amend (review) its provisions in tandem with any applicable laws and regulations for proper administration of the affairs of SALWACO. The policies, guidelines and procedures may change due to changes in applicable state laws. It is the responsibility of the Human Resource Department in collaboration with other department to administer, interpret and maintain this policy.

1.3. Scope of the Manual

This manual applies to all SALWACO employees, regardless of their position, employment status or level of seniority. It covers policies on employment, employee relations, code of conduct and other relevant areas of human resource management. However, others policy conditions can be made to apply by the President of the Republic of Sierra Leone to political appointees, i.e., the Managing Director and Deputy Managing Director, and in such circumstances shall supersede any others stipulated in this manual.

1.4. Definitions

Throughout the manual, certain terms and phrases are used consistently. It is important to understand their meanings. A glossary of definitions is provided below:

- **“Basic Salary”** means substantive salary and does not include any form of allowance.

- **"Beneficiary"** means Person or Persons to whom all benefits shall be paid in the event of death/other reasons.
- **"Board"** means the Board of Directors of the company so appointed from time to time.
- **"Company/Employer or SALWACO"** means Sierra Leone Water Company.
- **"Confidential Information"** means any information, data, or materials that are not publicly available, and which if disclosed or accessed by unauthorised individuals, could potentially cause harm to SALWACO, its clients, partners, or any other involved parties.
- **"Discrimination"** means treating an individual or a group of individuals less favorably or denying them opportunities, benefits, or privileges based on their protected characteristics. Protected characteristics include race, color, ethnicity, national origin, religion, gender, gender identity or expression, sexual orientation, age, disability, marital status, or any other characteristic protected by an applicable law.
- **"Family"** means an employee's legal spouse and four biological children less than 18 years of age.
- **"Managing Director"** means the Managing Director of the Company or in his absence from duty the person deputizing him.
- **"Management Staff"** means the Managing Director, Deputy Managing Director, Company Secretary, All Directors and Head Internal Auditor
- **"Manager"** means manager of a unit or the Head of Department or a staff appointed to a managerial rank.
- **"Management"** Shall consist of the Managing Director, Deputy Managing Director and Heads of Department. A **Management decision** is one that has the authority or approval of the Managing Director.
- **"Next of Kin"** means persons appointed by the employees who can be called upon in case of an emergency and who may also receive employees' benefits as stated above.
- **"Permanent Transfer"** means transfer from one section to another for any period exceeding three months.
- **"Personal Information"** means any information that identifies or can be used to identify an individual, such as names, addresses, contact details, social security numbers, financial data, bio-data, or any other data protected by privacy laws.
- **"Intimidation/Victimization"** means any adverse action taken against an individual in response to their submission of a lawful complaint, report, or participation in an investigation of harassment or discrimination.
- **"Company Secretary"** means Secretary to the Company and Secretary to the Board of Directors of the Company.
- **"Staff or Employee"** means all employed persons who are paid by the Company or the government on behalf of the Company.
- **"Summary Dismissal"** means instant dismissal with loss of all and or any benefits whatsoever that may have accrued to an employee.

- **“Harassment”** means any unwelcome conduct, verbal, non-verbal, physical, or visual, that is offensive, intimidating, hostile, or creates an uncomfortable or offensive work environment. This includes but is not limited to derogatory comments, slurs, jokes, insults, gestures, images, or any other behavior that belittles or ridicules an individual based on their protected characteristics.
- **“Information Owner”** means the individual or entity responsible for the creation, generation, maintenance, or storage of confidential information.
- **“Intellectual Property”** means intellectual property refers to intangible creations of the human mind, such as inventions, designs, trademarks, copyrights, and trade secrets.
- **“IP Assets”** IP assets encompass all forms of intellectual property created, acquired, or used by SALWACO, including patents, trademarks, copyrights, trade secrets, and know-how.
- **“Working Day”** means any day other than Saturdays, Sundays and Public Holidays.

1.5 Governance Structure

The Board is the highest governing body of SALWACO with ultimate responsibility for all its affairs ensuring effective administration of the Company and interpreting its mission, vision and goals and the needs of the public, with close oversight over the financial and business affairs of the entire Company.

SALWACO is governed by a Board of Directors described in the Sierra Leone Water Company Act (2017) and as may from time to time be amended (the Act). It represents both the Government and consumer groups and shall be appointed in accordance with the Act.

SECTION TWO - ORGANIZATIONAL STRUCTURE

2.0 Organizational Structure

As stated in section 29(1) of the Act, the administrative head of SALWACO is the Managing Director who is appointed by the President subject to the approval of Parliament. S/he reports to the Board and is primarily responsible for the efficient running of the day-to-day affairs of the Company. The Managing Director is assisted by the Deputy Managing Director, Directors, a Company Secretary and Legal Adviser, Regional Managers as well as a complement of qualified and experienced professional staff.

Each specified operational area is headed by a Station Manager who represents SALWACO in the area and is responsible for the successful implementation of all operations and administrative activities.

2.1 Management Structure

The main Organogram of SALWACO comprises several Departments as listed in the figure below.

Figure 1: Main Organogram of the Company



2.2 Mission, Vision and Core Values

2.2.1 Mission








To provide quality water and sanitation services to the provinces at a commercial and environmentally sustainable manner to the satisfaction of our customers.

2.2.2 Vision

To be the leading water and sanitation utility in Africa.

2.2.3 Core Values

SALWACO's core values will always be in direction of implementing favorable policies and provide capacity building to catalyze excellent services delivery, financial sustainability and infrastructure development. These core values therefore are as follows:

-  PROFESSIONALISM
-  RELIABILITY
-  INTEGRITY
-  CUSTOMER-CENTRIC
-  EFFICIENCY
-  DEDICATION
-  SUSTAINABILITY

SECTION THREE - EMPLOYMENT POLICIES

Employment policies are concerned with fundamental aspects of the employment relationship, taking account of the requirements of relevant legislations, like the Employment Act No.15 of 2023, Civil Service Codes Regulations and Rules 2011 and other Employee related legislations/regulations.

3.1 Age Policy

The purpose of this Age Policy is to establish guidelines regarding age qualifications for specific positions within SALWACO. This policy aims to ensure compliance with applicable laws and regulations while promoting fairness and equal opportunities for all individuals. Appointments made under the pen of the His Excellency the President of the Republic of Sierra Leone or his directives will be exempted from interpretations relating to the age policy.

- (a) This policy applies to all job positions within the Company and outlines age-related requirements for certain roles. It applies to all employees and job applicants, with the exception of political appointees.
- (b) In certain cases, specific positions within SALWACO may have age qualifications due to legal requirements, safety concerns, or industry standards.
- (c) Age requirements will be treated on a case-by-case basis and, where required, will be communicated in advertisements relating to the respective vacancies following legal requirements and objective criteria.
- (d) With no prejudice to (a) and (b) above, anyone below age 18 cannot be employed by the company.

3.2 Bullying Policy

The anti-bullying policy of SALWACO states that bullying will not be tolerated by Company and that those who persist in bullying their staff or peers or subordinates/superiors will be subject to disciplinary actions, which could be severe in particularly extreme cases. It is clear that individuals who are being bullied should have the right to discuss the problem with another person in SALWACO/a supervisor or a member of the Human Resource Department, and to make a complaint.

- 3.2.1 This policy emphasizes that a complaint when received will be thoroughly investigated.

- 3.2.2 The victim or complainant can submit a written report to the Head of HR Department if he/she fills dissatisfied with the manner in which the matter was treated in (3.2) and keep Management in copy
- 3.2.3 The Head of HR Department shall under the advice and instructions of management form an investigation committee to probe the matter and make recommendations to management.
- 3.2.4 Any member chosen to be part of the committee reserves the right to decline the selection if he/she thinks that personal connections between himself/herself and one or both parties may constrain her sense of fairness/judgement.
- 3.2.5 The Head of HRM shall liaise with Management to ensure that the necessary logistical support are timely provided to the investigation team.

3.3 Diversity Management Policy

The SALWACO's Policy on managing diversity recognizes that there is need to create equal job opportunities for all individuals not withstanding their gender, tribe/ethnicity, political allegiance etc. The company shall endeavor to the best of its ability create a platform to promote workforce diversity and greater inclusion of employees from various backgrounds.

- 3.3.1 With no prejudice to (3.3) above, only locals will be considered for positions like securities, cleaners, labourers.
- 3.3.2 In the event locals fail to express interest for such appointment, or fail to protect the interest of the company, Management reserves the right to take the necessary decisions.
- 3.3.3 As much as practical, at least 30% of staff for each/location shall be indigenes or people that are permanently residing in that geographical area.
- 3.3.4 In as much as the company shall promote the principles of diversity and general inclusion, it should be noted that qualities like competence, experience, steadfastness and allegiance to the company shall not be traded for diversity.

3.4 Employee Relations Policy

The employee relations policy sets out SALWACO's approach to the right of employees and Management to have their interests represented to each party and for each party to consider such interests objectively in order to promote understanding, mutual respect, workforce solidarity and the collaborative drive towards the achievement of organizational goals.

- 3.4.1 Management shall create the conducive environment for staff to express their feelings/concerns without fear of detrimental consequences.
- 3.4.2 Such concerns should be respectfully channeled to the employee's supervisor and or the HR department for timely settlement of for onward submission to management, if need be. Oral discussions are preferable for start-off point.
- 3.4.3 Concerns that are disrespectfully or unprofessionally channeled may not be countenanced by Management.
- 3.4.4 The HR department in collaboration with annual staff retreat committees shall create a platform for the Managing Director to have face-to face discussion with all station representatives for unresolved concerns or grievances to be resolved during the annual retreat programs. Such concerns shall be resolved during the program or a road map for its resolution shall be pronounced by Management.
- 3.4.5 It is the responsibility of Heads of Departments during the course of time to address the concerns of their staff and or present same to the HR Department for review by Management.

3.5 Promotion Policy

According to SALWACO's promotion policy, the company will promote from within the Company wherever possible in order to meet its needs for highly qualified employees and to fill existing and ensuing vacancies. The policy acknowledges that there may be instances when hiring of external candidates may be inevitable in order to catch up with the current and future staffing demands.

- 3.5.1 Internal promotions shall be the first option to fill an existing vacancy; In effecting such promotions competent staff with requisite qualifications or its equivalence/ experience shall be appointed to either an Acting position or a substantive position as Management may decide on case – by case basis
- 3.5.2 Management and/or the Board of Directors reserve the right to appoint/promote any employee within SALWACO notwithstanding whether he/she had previously worked under that specific department.
- 3.5.3 In the event that the staff has the relevant experience and there is demonstrative evidence of his or her capability to function in such role, Management reserves the right to proceed with the appointment and later give the necessary support to the employee for capacity building.
- 3.5.4 Promotions to Acting positions may be confirmed after six months subject to the following.
- (i) Satisfactory performance
 - (ii) Permanent absence or departure of a substantive holder of the post.
- 3.5.5 Promotions can be recommended by Unit Heads, Immediate Supervisors, and the Human Resource Department for approval by Executive Management and where required, the Board of Directors.
- 3.5.6 There is no right of employee to claim any promotion apart from the one sanctioned by Management and/or the Board of Directors.

3.6 Redundancy Policy

SALWACO's redundancy policy goal is to reconcile among the judicious management of the wage bill, optimal utilization of human resource and the provision of job security for employees.

- 3.6.1 Staff serving under the terms of permanent employment shall be immune to redundancy procedures except as a result of an enactment that speaks in that behalf.
- 3.6.2 Contract staff and support staff (casuals) may be made redundant based on
- the existence of limited resources, when the position is no longer relevant and the evidential absence of job.

- 3.6.3 The HR department shall engage and notify these staff at least one month prior to such actions.

3.7 Reward Policy

The reward policy of SALWACO covers such matter as:

Providing an equitable pay system and equal pay for work of equal value; paying for performance, competence, skill or contribution to the company.

- 3.7.1 Salaries shall be paid in accordance with grade points and vantages.
- 3.7.2 Notwithstanding the commitment of management to ensure fairness and equality in the payment of rewards, the level of responsibilities, experience and level of authority of the staff shall also be considered in the allocation of salaries and other rewards at SALWACO.
- 3.7.3 Relationship between levels of pay in the SALWACO and market rates shall also be considered for implementation based on the availability of resources.
- 3.7.4 The provision of employee benefits, including flexible benefits if appropriate, as outlined in the conditions of service;
- 3.7.5 The Company shall also attach relevance to non-financial rewards resulting from recognition of accomplishment, autonomy and the opportunity to develop.

3.8 Sexual Harassment Policy

The sexual harassment policy of SALWACO states that:

- 3.8.1 Sexual harassment will not be tolerated
- 3.8.2 Employees subjected to sexual harassment will be given advice, support and counseling as required.
- 3.8.3 Every attempt will be made to resolve the problem informally with the person complained against.

- 3.8.4 Assistance will be given to the employee to complain formally if informal discussions fail.
- 3.8.5 A special process will be available for hearing complaints about sexual harassment. This will provide for employees to bring their complaint to someone of their own sex if they so wish.
- 3.8.6 Complaints will be handled sensitively and with due respect for the rights of both the complainant and the accused.
- 3.8.7 Sexual harassment is regarded as gross industrial misconduct and, if proved, makes the individual liable for instant dismissal. Other severe penalties may be reserved for minor cases, but there will always be a warning that repetition will result to dismissal.
- 3.8.8 Receipts of formal complaints of sexual harassments shall necessitate the formation of an investigation committee by Management.
- 3.8.9 The final decision of Management on sexual harassment issues shall be predicated on the content of the recommendations of the investigation committee appointed by Management.
- 3.8.10 Notwithstanding the provisions of (i) above, the Managing Director may decide to take any other necessary actions as he or she may deem fit under the prevailing circumstances and in the interest of the integrity and reputation of the company

3.9. Equal Employment Opportunity

SALWACO is committed to providing equal employment opportunities to all individuals. Discrimination or harassment based on race, color, religion, gender, sexual orientation, national origin, disability, or any other protected characteristic is strictly prohibited.

- 3.9.1 SALWACO provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type with regard to race, colour, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by state or local laws.

- 3.9.2 This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.
- 3.9.3 Our equal opportunity employer policy reflects our commitment to ensure equality and promote diversity in the workplace.
- 3.9.4 This equal employment opportunity policy is the pillar of a healthy and productive workplace. Everyone should feel supported and valued to work productively as the Company will invest in treating everyone with respect and consideration.

3.10 Grievance Resolution Procedure

All Directors, managers and supervisors are expected to use equal opportunity practices and make decisions based on objective, non-discriminatory criteria. Everyone should comply with this policy at all times.

- 3.10.1 Employees are expected to demonstrate high level of tolerance for one another, shelf off petty issues and submit complaints of grievances that are of material importance.
- 3.10.2 Aggrieved persons are encouraged to directly (but respectfully) inform the perpetrator(s) of the grief and explore a one – on – one settlement where applicable.
- 3.10.3 Employee feeling aggrieved shall start by orally discussing with his immediate supervisor or any other staff.
- 3.10.4 If the employee is uncomfortable to discuss the matter with his immediate supervisor, he/she may decide to discuss the matter with another staff of similar grade or title as his /her immediate supervisor.
- 3.10.5 The consent of the complainants must be sought to know whether she wants an exclusively friendly resolution process or a formal approach.
- 3.10.6 Employee electing for a formal approach should be advised to do a formal letter and submit to his/her Head of Department and the HR Department.
- 3.10.7 The HR department shall submit same to Management and shall recommend for the constitution of an investigation committee (subject to the selection/approval by Management).

- 3.10.8 The investigation committee shall complete and submit a written report including recommendations to Management within six (weeks) pursuant to its formation.

3.11 Recruitment and Selection Policy

SALWACO follows a fair and transparent recruitment and selection process to attract and hire the most qualified and diverse candidates who align with our values, possess the required skills and competencies, and have the potential to contribute to the success of the company. Vacant positions are advertised internally and externally. Selection is based on merit, qualifications, and experience. This policy establishes guidelines for a fair, transparent, and efficient recruitment and selection process that adheres to legal and ethical standards.

3.11.1 Policy Guidelines

- (a) The HR and Finance Departments should prepare annual Man-Power Plan with the requisite budget before September 30 of each year for the following year and submit same to the Managing Director for review, approval and onward submission to the Ministry of Finance. The same should be included in the Fiscal Year Budget for the year it is prepared.
- (b) The hiring department will conduct a thorough analysis of the position's requirements, responsibilities, and qualifications before initiating the recruitment process.
- (c) The position analysis will be reviewed and approved by the appropriate authority, considering the organizational needs and available resources.

3.11.2 Job Posting

- (a) All job vacancies will be clearly and accurately described in written job postings.
- (b) Job postings will include information such as the position title, department, duties and responsibilities, required qualifications, experience, and any other relevant details.
- (c) Job postings will be communicated through appropriate channels, including the company's website, newspapers, social media platforms, and internal communication channels.

3.11.3 Application and Screening

- (a) All applicants will be required to submit their applications through a designated system or platform.
- (b) Applications will be screened by a qualified team to assess candidates' qualifications, skills, and experience against the job requirements.
- (c) Only candidates who meet the minimum requirements will proceed to the next stage of the selection process.

3.11.4 Assessment and Selection

- (a) Selection methods will be determined based on the position and its requirements, such as interviews, written tests, presentations, case studies, or assessment centers.
- (b) Selection methods will be designed to evaluate candidates' competencies, skills, knowledge, and potential for success in the role.
- (c) All candidates will be assessed fairly and consistently, with structured evaluation criteria and scoring mechanisms.
- (d) Multiple rounds of interviews or assessments may be conducted to thoroughly evaluate candidates and make informed decisions.

3.11.5 Interviewing

- (a) Interviews will be conducted by a panel of interviewers with the requisite skills and experience in respect to the advertised position.
- (b) Questions asked during interviews will be job-related and designed to assess candidates' qualifications, experience, problem-solving abilities, cultural fit, and potential for growth.
- (c) Interviewers will maintain confidentiality and avoid discussing candidates' personal information or irrelevant factors that may introduce bias into the selection process.

3.11.6 Reference Checks and Background Verification

- (a) Reference checks will be conducted for applicants that may satisfy conditions of the interview process to validate their qualifications, work experience, and character references.
- (b) Background verification, including education, employment history, criminal records (if applicable), and other relevant checks, will be performed in accordance with applicable laws and regulations of Sierra Leone.
- (c) Management reserves the right to disqualify any applicant that fails the background character reference check notwithstanding any high level of performance of that staff during the interview
- (d) On the occasioning of the above (c), the next best applicant shall be considered subject to the required performance threshold and background character checks.
- (e) Where the option in (d) is not feasible or impracticable, Management may resort to re-advertising the vacancy or headhunting.

3.11.7 Selection Decision

- (a) The HR department in collaboration with the department that is requesting that a vacant position be filled will review the assessment results, interview feedback, reference checks, and background verification to enable management to make the final selection decision.
- (b) Selection decisions will be based on merit, skills, qualifications, alignment with organizational values and will be communicated pursuant to an express approval by Management.
- (c) Appointment letters shall be issued by the Head of the HR Department for positions of Manager and below
- (d) The Managing Director or Deputy Managing Director shall sign appointment letters for Heads of Departments / Directors or their equivalent.
- (e) Notwithstanding the provisions of (d) above, the Board Chairman or the Managing Director may at their discretion, instruct / direct the Head of the Human Resource department to carry such functions.

3.12 Rotation Policy

This policy establishes guidelines for implementing a structured job rotation program that provides employees with opportunities to broaden their skills, knowledge, and experiences across different roles within the organization.

3.12.1 Objective

The objective of this policy is to create a dynamic and learning-oriented work environment where employees can gain a holistic understanding of the company, develop new skills, and explore various career paths. Through job rotation, employees will be able to enhance their professional growth, contribute more effectively to the company, and increase their potential for advancement.

3.12.2 Eligibility

- ✚ (a) All employees are eligible for participation in the job rotation program, subject to performance criteria and the availability of suitable opportunities.
- ✚ (b) The duration of employment required for eligibility may vary depending on the complexity of the roles and positions involved.

3.12.3 Job Rotation Process

a. Identification of Rotational Opportunities

- (i) HR department, in collaboration with department heads, will identify and assess suitable job rotation opportunities across different departments or teams.
- (ii) Potential rotational positions should align with the employee's career aspirations, skill set, and development needs.
- (iii) Management can implement job rotation as it deems fit.

b. Employee Expression of Interest

- (i) Employees interested in job rotation should formally express their interest to their immediate supervisors or HR department.
- (ii) Expression of interest should include reasons for seeking job rotation, preferred areas of rotation, and potential benefits for the employee and the company.

c. Evaluation and Selection

- (i) The HR department, in consultation with department heads, will evaluate the employee's performance, potential, and suitability for the rotational opportunity.
- (ii) The final selection of candidates will be based on a combination of merit, performance, and the company's strategic priorities.

d. Training and Orientation

- (i) Before starting the rotation, employees will receive appropriate training and orientation to familiarize themselves with the new role and its responsibilities.
- (ii) Training programs may include on-the-job training, shadowing, mentoring, workshops, or other developmental activities.

e. Duration and Frequency

- (i) The duration of each job rotation assignment may vary, but it is generally recommended to be between six months to two years, depending on the nature of the role and its learning potential. It could be extended by Management based on need.
- (ii) The frequency of job rotations will be determined based on the availability of suitable opportunities and the organizational needs.

f. Performance Evaluation and Feedback

- (i) Regular performance evaluations will be conducted during and after the job rotation to assess the employee's progress and provide constructive feedback.
- (ii) Feedback should be provided by both the rotational supervisor and the employee's home department supervisor.

g. Return to Home Department

- (i) At the end of the rotational assignment, employees will return to their home department unless there is a mutual agreement for further extension or transition to a new role.
- (ii) The home department supervisor and HR department will collaborate to ensure a smooth transition back to the original role.

3.12.4 Transfers

All positions, except those of the Managing Director and Deputy-Managing Director, are transferable positions. This means, any staff below the level of Managing Director

and Deputy-Managing Director can be transferred to work in any Department or location in the operational areas of the company. Such transfers shall not be at a lower level/category of the position that the employer currently holds. In particular, Directors can be transferred as substantive Directors to any Directorate or non-directorate postings while still maintaining their position as Directors with all associated benefits and facilities, to any location in the operational areas of the company for any period of time.

3.12.5 Communication and Transparency

- (i) Clear communication channels will be established to inform employees about job rotation opportunities, program objectives, and eligibility criteria.
- (ii) The job rotation program will be periodically communicated through employee newsletters, or other internal communication platforms.
- (iii) Feedback mechanisms will be implemented to allow employees to share their experiences, suggestions, and concerns regarding the job rotation program.

3.12.6 Management Responsibilities

- ✚ (i) Department heads and supervisors will actively support and encourage employees to participate in job rotations.
- ✚ (ii) Managers will collaborate with HR to identify suitable rotational opportunities and provide necessary resources and support for successful job rotations.
- (i) (iii) Managers will ensure that the workload of employees engaged in job rotations is effectively managed to maintain productivity and prevent undue work burden on the employee.

3.13. Employment Contract Policy

This Employment Contract Policy outlines the terms and conditions of employment between SALWACO (hereinafter referred to as "the Company") and its employees. The purpose of this policy is to establish a clear understanding between the Company and its employees regarding their rights, responsibilities, and obligations during the course of their employment.

- 3.13.1 All employees of SALWACO are required to sign an employment contract that outlines the terms and conditions of their employment. The contract covers areas such as job title, duties and responsibilities, compensation, working hours, leave entitlements, and termination conditions.
- 3.13.2 Employment Contract shall be in accordance with the terms and conditions specified in the contract and Human Resource Manual.
- 3.13.3 This Employment Contract, along with any attachments or referenced documents, constitutes the entire agreement between the Company and the employee and supersedes any prior oral or written agreements or understandings.



3.14 Employee Classification Policy

Employees of SALWACO are classified as regular employees, temporary employees, or contract staff. Each classification has specific rights, benefits, and obligations, as defined by company policy and relevant labor laws.

The purpose of this Employee Classification Policy is to provide guidelines and criteria for classifying employees within Sierra Leone Water Company, based on their job responsibilities, duties, and level of authority. This policy aims to ensure consistency, fairness, and transparency in the classification process while complying with applicable laws and regulations.

It is the policy of SALWACO to ensure that positions in the Company are graded appropriately, on an equal and comparable basis with one another. With the exception of the positions of the Managing Director and Deputy Managing Director, all positions filled by staff within the Company are assigned to grades containing pay ranges from Grade 5D to 13A that reflect the position and responsibility of the post holder (Job Description).

3.14.1 Employee Categories

-  **(a) Regular/Permanent Employees:** Regular employees are those who have been hired on a permanent basis and have an ongoing employment relationship with the company. They are entitled to all benefits, rights, and privileges as outlined in their employment contracts, policies, and relevant employment legislation.
-  **(b) Temporary Employees:** Temporary employees are engaged for a specific duration or purpose. They are not considered permanent employees and may

have limited benefits and rights compared to regular employees. Their employment period will be clearly defined in their employment contract or agreement.

✚ **(c) Part-Time Employees:** Part-time employees are those who work fewer hours than regular full-time employees. Their employment status and benefits are determined based on the proportion of hours worked compared to full-time employees and this will be expressly communicated in their letters of appointment

✚ **(d) Contract/Consultant Employees:** Contract or consultant employees are engaged on a contractual basis for a specific project or task. They are not considered regular employees and may have a different set of terms and conditions of employment, including compensation and benefits.

3.14.2 Classification Process

(a) **Hiring Process:** The initial classification of an employee is determined during the hiring process based on job descriptions, interviews, and evaluation of qualifications and experience.

(b) **Review Process:** Periodic reviews may be conducted to reassess the employee's classification. These reviews can be triggered by significant changes in job responsibilities, the acquisition of new skills, or organizational restructuring.

(c) **Reclassification Request:** Employees who believe their classification should be changed may submit a reclassification request to their immediate supervisor or the Human Resources department. The request should include a detailed justification and any supporting documentation.

(d) **Decision and Communication:** The final decision regarding employee classification rests with the relevant authority, such as the supervisor, department head, or Human Resources. The decision will be communicated to the employee in a timely manner, along with an explanation for the classification determination.

3.14.3 Compliance

All employee classifications will be made in compliance with applicable employment laws, regulations, and company policies. The company will strive to ensure fairness

and consistency in the classification process, addressing any discrepancies or issues promptly and transparently.

3.14.4 Review and Amendments

This policy will be reviewed periodically to ensure its continued relevance and effectiveness. Amendments may be made as necessary, with proper communication and consultation with relevant stakeholders.

3.15 Probationary Period Policy

New employees are subject to a probationary period, during which their performance, suitability, and adherence to company policies and values are evaluated. The duration of the probationary period and criteria shall be determined and reviewed by management should the need unfold.

3.15.1 A new employee shall serve a probationary period of six (6) months to ensure that the employee performs to agreed established standards. Within this period, there shall be two appraisals on the work and conduct of the employee for a sub-duration of three months each.

3.15.2 After serving the regular six (6) months probationary period, the probationary period will be extended by the Company for a further period of three (3) months if the employee's performance is unsatisfactory. Notice of this extension shall be provided by the Company in writing after second appraisal report and within two weeks of the completion of the probationary period.

3.15.3 An employee whose performance and comportment are still deemed unsatisfactory after the three months' probation extension, will not have his appointment confirmed and his contract of employment would be terminated.

3.15.4 At the end of the probationary period and subject to satisfactory performance and conduct, the employee's appointment will be confirmed in writing.

3.15.5 During the probationary period, the employee is entitled to benefits due to him/her except the following:

- (i) Prior notice of termination
- (ii) Termination notice pay
- (iii) Salary advance/loans
- (iv) End of service benefits
- (v) Annual increment

- (vi) Fringe benefits
- (vii) Study leave of any nature

3.15.6 Probationary period for old/continuing employees that are promoted to Acting positions shall subsist for six (6) months for staff that perform satisfactorily.

3.15.7 If the performance of the promoted staff is unsatisfactory, the probationary period can be extended for another maximum period of six (6) months only.

3.15.8 If the staff performs satisfactorily, he will be confirmed accordingly. Should the staff fail to perform satisfactorily, he will be demoted to his or her initial position or an equivalence of the initial position or his/her services terminated.

3.16 Confirmation of Appointment

Upon satisfactory completion of the probationary period or extended probation Period, the Company shall confirm the appointment of the staff members in writing. However, when the employee has served for the probationary period of over 1 year, such employee shall be deemed to have been confirmed even if the employer had not done so in writing.

3.17 Work Hours and Overtime Policy

SALWACO maintains standard work hours as prescribed by law. Staff will be aware of their work prescription. The Managing Director will determine which work each employee is to perform in addition to their day-to-day functions.

Monday – Thursday	8:30A.M – 12:30 Noon	1: 00P.M – 4: 45P.M
Friday	8:30A.M – 12:30 Noon	1:00 P.M – 3: 00P.M

Lunch: 30 Minutes

The above schedule is subject to any statutory provisions in place or any pronouncement be Government to the effect.

3.17.1 Employees shall strictly observe the working hours of the company and should endeavor to be punctual at work.

3.17.2 Lateness and/ Absenteeism shall not be tolerated and defaulters shall be maximally penalized in accordance with standard guidelines and the labour laws of Sierra Leone.

3.17.3 Administrative actions relating to lateness may include issuance of query letters, warning letters, suspension, reduction of salaries, and termination of service. This will be treated on a case-by-case basis and depending on the level of persistence and severity of the offence.

3.17.4 Punctuality will be taken into consideration when recommendations are made for annual increments, promotions, interpretations of compensation scheme and other management approved benefits.

3.17.5 Employees will be required to perform any overtime which is made necessary by the exigencies of the services, and also to perform any necessary duties on Saturdays, Sundays and Public Holidays.

3.17.6 Employees shall strictly observe the working hours of the company and should endeavour to be punctual at work.

3.17.7 Senior Officials of the company (Grade 8 and above) are not eligible for overtime pay.

Employees will be required to perform any overtime which is made necessary by the exigencies of the services, and also to perform any necessary duties on Saturdays, Sundays and Public Holidays.

3.18 Leave Policy

SALWACO provides various types of leave to employees, including annual leave, sick leave, maternity/paternity leave, bereavement leave and UPA or casual leave. The eligibility, duration, and procedures for requesting and approving leave are outlined in this leave policy.

3.18.1 Annual Leave

The following are the annual leave entitlements for the various categories of staff:

(a) Confirmed staff will be entitled to Annual leave and to the payment of leave allowance after having completed twelve (12) months of continuous service with the Company

Executive Grade (Grade 13A)	-	45 working days a year
Senior Grade (A)- HoDs (Grade 10-13)	-	30 working days a year
Senior Grade(B) (Grade 7-9)	-	28 working days a year

Junior Grade (Less than Grade 7)

-

20 working days a year

- (b) After an employee has served in the Company for a period of two continuous years, he/she shall be entitled to one additional working day of leave for each additional completed year of service with the Company
- (c) Annual Leave shall normally be taken in full over a continuous and uninterrupted period each year, and shall not be accumulated over more than one (1) year.
- (d) When the demands of the Company, as directed by the Managing Director prevents an employee from taking part or the whole of his vacation leave, the Employee may be paid cash compensation of salary and allowances in lieu of the unused period of his earned leave, and shall be paid his leave entitlement. This will apply only to Heads of Departments.
- (e) While on leave the Employee shall receive his/her salary and all allowances.
- (f) An employee whose services are declared redundant, who resigns his appointment, or whose services are terminated for any reason other than for disciplinary reasons, shall be entitled to proportionate leave and leave allowance.
- (g) Annual leave allowance shall be paid at a rate of one monthly gross salary of the employee.
- (h) Leave Allowance shall be calculated at the rate of pay of the employee at the time the leave is actually utilized.
- (i) Leave Allowance shall be calculated at the rate of pay of the employee at the time the leave is actually utilized.
- (j) Employees proceeding on leave shall provide their physical leave address if different from their permanent address and, e-mail address to the Head of Human Resources.

3.18.2 Sick Leave

Staff members who are incapacitated from the performance of their duties by illness or injury shall be granted sick leave under the following terms and conditions:

- (a) In ease of illness, the employee shall at the soonest possible time but not later than twenty-four (24) hours, ensure that the Company is aware of his/her absence and must report to a qualified medical officer.

- (b) An employee who becomes sick and is unable to report for work for two working days does not need a medical certificate. Such Sick Leave must not exceed a total of six working days in a calendar year.
- (c) Any Sick Leave of more than two working days requires a medical certificate which must be provided or countersigned by the Company's approved medical doctor who will issue a medical certificate to the staff as proof of illness.
- (d) To be entitled to sick leave, the employee must have been examined by a qualified medical practitioner selected by the Company and who is registered by the relevant authority.
- (e) Subject to the above, paid sick leave shall be granted as follows:
 - (i) Paid Sick leave shall be granted to any member of staff on full pay up to six (6) months in any twelve (12) months subject to a certified medical report by the Company's approved Medical Doctor.
 - (ii) If the employee is yet to fully recover from the ill health after the initial six months, He / she will be required to apply again for another sick leave and this will be reviewed pursuant to the submission of a medical update report.
 - (iii) Should the medical update request for additional period, the employee shall be granted sick leave with half pay for a maximum of additional period of six (6) months which shall be approved in two phases – three (3) months each only irrespective of the recommended time of recovery suggested by the medical practitioner.
 - (iv) Without prejudice to the integrity of the medical practitioner of the employee, the medical report and the sick employee shall be reexamined by medical practitioner hired by the company.
 - (v) In the event the two medical reports are in refutation or not in perfect alignment, the report of the Company's medical practitioner takes preeminence and remains binding on the employee.
 - (vi) If the employee is unable to recover after the 12 months period above (i.e., 6 months with full pay and 6 months on half pay) he will be encouraged to resign within the next two weeks or the Company reserves the right to terminate his/her services.
 - (vii) Should the employee decide not to resign after the 12 months period mentioned above, his services shall be terminated and his benefits

accordingly processed. Accordingly, the Company may then retire the employee on medical grounds on the recommendation by a medical practitioner appointed by the Company.

- (viii) The HR shall issue out compulsory sick leave to employees with medical conditions that are contagious and / with medical conditions that pose serious health risk to even the employee.
- (ix) Pregnant women within the range of Eight and half months of pregnancy and above will not be allowed to report for work.
- (f) If any employee is on annual leave, the sick-off days granted by the medical practitioner cannot be set off against annual leave entitlement.
- (g) Line Managers must report cases of frequent and extended sickness to the HR Department.
- (h) The company may at any time request that an Employee undergoes a medical examination performed by an independent Medical Officer hired by the company to confirm the condition of his health.

3.18.3 Resumption of Duty after Sick Leave

- (a) A member of staff failing to resume his/her duty just after the date of the expiration of his sick leave, shall be deemed to have abandoned his/her appointment/duty post and penalties relating to absenteeism shall be accordingly instituted.
- (b) A member of staff, who with medical permission approved by the SALWACO's approved Medical Officer (s) fails to resume his duty on the date of the expiration of his sick leave, shall be deemed not to have vacated his appointment subject to confirmation by management and the company's medical practitioner if the period is within the permissible range as approved by management.

3.18.4 Maternity Leave

- (i) Female Employees having served for a minimum period of two (2) years with the Company shall be entitled to Fourteen (14) weeks Maternity leave with full pay,
- (ii) Pregnant employees that have spent less than two years will be granted maternity leave but without pay
- (iii) An employee who has taken maternity leave shall also be eligible for vacation leave within a one calendar year period.

- (iv) In order to avoid a situation that may lead to an employee absenting herself from work for close to half a year, annual leave periods shall not be allowed to directly follow maternity leave and vice versa.
- (v) Maternity leave with pay shall not be granted more than once in every three years.
- (vi) An Employee shall be required to produce a medical certificate signed by a qualified medical doctor stating the approximate date of confinement when she is Fourteen (14) weeks pregnant.
- (vii) Maternity leave shall be apportioned 6 weeks prior 8 weeks after the birth of the baby. Adjustments to this can be requested by the employee or the Company, but should start no less than one month before the due date in consideration of the health of the mother and baby.
- (viii) When an Employee has used her Maternity leave and is certified by a qualified medical doctor who is registered in Sierra Leone to be in need of further care, she shall be entitled to sick leave. Where all existing entitlements have been exhausted any further additional leave, if granted, shall be without pay.
- (ix) Maternity leave shall still apply if the mother loses her baby after the leave has been granted.
- (x) In the event leave has not yet been granted or requested, the employee shall be entitled to four weeks leave or as advised by a qualified medical doctor to allow her to recuperate.

3.18.5 Procedure for Maternity Leave

- (i) The employee sends an application together with a medical certificate from a medical doctor to the Head of Human Resources through her Head of Department.
- (ii) The Head of Human Resources reviews and requests for approval (where applicable) from management.
- (iii) The HRM communicates the approval comments to the employee and keeps other relevant authorities in copy.
- (iv) HR Officer records the information on the leave register, keeps track of same and later gives notification to the HR Head about compliance/noncompliance.
- (v) An employee shall fill and sign a Duty Resumption form after returning from maternity leave.

3.18.6 Paternity Leave

Paternity leave of seven (7) working days shall be awarded to male employees when their legal spouses deliver. Procedure to obtain paternity leave shall include:

- (i) The employee sends an application together with a medical certificate from a medical doctor together with evidence of the legal spousehood, to the Head of Human Resources through his/her departmental Head.
- (ii) The Head of HR reviews and submits the application to the Managing Director for approval.
- (iii) Head of HR communicates the decision of Management to the employee and keeps other relevant authorities in copy.
- (iv) A male worker shall not be entitled to more than one paternity leave per year.
- (v) The employee seeking to proceed on paternity shall inform the Head of Human Resources Department three days of delivery by the spouse except where medical uncertainties constrain the employee from doing so.

3.18.7 Bereavement Leave

The Company provides eligible employees time off, for at most seven (7) working days, in connection with the death of a family member (this should be limited to the legal spouse of the employee, biological children, adopted children (not more than two), biological mother, biological father and siblings. Only regular and contract staff are eligible for this type of leave.

3.18.8 Approval

Employees needing bereavement leave should request approval from their supervisors and the Head of Human Resource Department.

3.18.9 Bereavement Allowance on the Occasioning of Death

Death grant will be paid in order to give financial support to bereaved employees to ensure that their family members have befitting funeral/ memorial rites. Payment of the death grant will be done taking value for money into consideration and also to ensure that the financial liability on the company is proportionately regulated

- (i) If the death of an employee is occasioned, the following grant shall be disbursed
 - Directors and Above -----25% of annual basic salary
 - Senior Officers and Managers. --- 50% of annual basic

- Officers (and their equivalent) ----50% of annual basic
- The rest -----55% % of annual basic
- (ii) If the death of a family member is occasioned, the following death grant shall be disbursed
 - Directors and Above ----- 4 % of annual basic salary
 - Senior Officers and Managers. --- 6% of annual basic
 - Officers (and their equivalent) ----6% of annual basic
 - The rest -----6% % of annual basic

Family members are limited to the legal spouse of the employee, biological children, adopted children (not more than two), biological mother, biological father and siblings. Only regular and contract staff are eligible for the above bereavement provisions.

3.18.10 Urgent Personal Affairs (UPA) Or Casual Leave

The Sierra Leone Water Company may grant up to seven (7) working days of casual leave per year to an Employee to attend to urgent personal matters. Such a request will be directed to the Supervisor and the Head of Department.

- (i) Such a request should be submitted to the supervisor for onward submission to respective Head of department.
- (ii) The Head of the HR Department may grant approval and keep the MD and DMD in copy for staff below manager level. For staff at manager and beyond, approval should be granted by the Managing Director.
- (iii) The number of days of UPA leave taken shall be deducted from the employee's annual leave.
- (iv) In the event that the employee had already initially proceeded and or exhausted his /her annual leave, the said the number of days of UPA leave shall be deducted from the subsequent annual leave of the next calendar year.
- (v) The HR officer shall keep track of same and timely notify the Head of HR department as and when necessary.
- (vi) Departmental Heads wishing to proceed on UPA Leave shall directly seek approval from the Managing Director only.
- (vii) Only the Managing Director or Acting Managing Director shall approve a UPA leave that is in excess of 7 days irrespective of the rank of the employee that may wish to proceed on leave. For such leave, the employee's application is sent directly to his HoD who later reviews and submits to the MD for approval. The decision of the MD shall be communicated to the employee through the desk of the Head of HR and relevant parties will be copied.

3.19 Employee Benefits Policy

This Employee Benefits Policy outlines the benefits provided to employees of SALWACO. Providing a comprehensive benefits package will not only attract and retain talented employees but also promote their overall well-being and job satisfaction. The policy aims to establish guidelines for a fair, consistent and sustainable administration of employee benefits within SALWACO.

3.19.1 Retirement Benefits

- (a) For Pension Plan (if applicable), eligible employees may be enrolled in a defined benefit pension plan. The terms and conditions of the plan will be outlined in a separate document to be provided by NASSIT. The employee shall be entitled to retirement benefit/ pensions in consistence with operational and applicable laws of Sierra Leone.
- (b) Employees that may opt to resign or that may be terminated or may die in active service shall also be entitled to End of service benefit consistent with guidelines set by NASSIT.

3.19.2 Flexible Work Arrangements

SALWACO recognizes the importance of work-life balance and supports flexible work arrangements, such as telecommuting, flexible schedules, and part-time options, wherever feasible. The guidelines and approval process for such arrangements will be outlined to the employee as and when necessary and the facilities available. The necessity and surrounding circumstances will be thoroughly first analysed and evaluated by Management before granting such approvals.

3.19.3 Holidays

The specific list of holidays recognized by GoSL will be communicated to employees; any guidelines regarding holiday pay to certain essential staff to be deployed on such days will be determined by Management on a case- by- case basis.

3.19.4 Additional Benefits

SALWACO may offer additional benefits to employees, such as:

- (i) Disability Insurance
- (ii) Professional Development and Training Programs
- (iii) Employee Recognition and Rewards Programs
- (iv) Commuter Benefits (e.g., public transportation subsidies, parking)

It should be noted that the disability insurance shall only cover disabilities that are incurred on the employee's way to work, at the place of work or on the way home after work.

Professional Development and Training programs shall be sponsored based on the availability of funds, needs to the company and other administrative considerations.

Heads of Departments may be supported to undertake short term overseas refresher courses at least once in every three years, based on the availability of funds, needs to the company and other administrative considerations, to match up with recent advances in knowledge and skills acquisition.

3.19.5 Administration and Communication of Policy

The Human Resources department is responsible for the administration and communication of this policy. They will provide employees with a detailed explanation of the benefits available, eligibility criteria, enrollment procedures, and any updates or changes to the benefits programs.

- (a) Employees are encouraged to review the summary plan descriptions, benefit handbooks, or any other relevant documents that provide comprehensive information about each specific benefit.
- (b) Employees should also direct any questions or concerns regarding the benefits policy to the Human Resources department. HR representatives will be available to assist employees in understanding their benefits, resolving issues, and providing guidance on benefit-related matters.
- (c) The benefits policy will be communicated to employees through various channels, including but not limited to: New Hire Orientation programmes and via the Employee Handbook
- (d) Periodic meetings or town hall sessions may be conducted to address any updates, changes, or enhancements to the benefits policy. These meetings will provide employees with an opportunity to ask questions and receive updates directly from HR representatives.
- (e) The HR Department may also use Email communications, online portals and Notice Boards and Internet to communicate the policy.

3.19.6 Compliance

SALWACO is committed to complying with all applicable laws and regulations related to employee benefits, including but not limited to the Employment Act No. 15 of 2023 and the National Social Security and Insurance Trust (NASSIT) Act No. 5 of 2001 which was established by an Act of Parliament to administer a Social Security Scheme that provides financial security to all employees in Sierra Leone.

(a) The company will regularly review and update the benefits policy as necessary to ensure compliance with the evolving legal requirements.

(b) SALWACO reserves the right to amend, modify, or terminate any aspect of the benefits policy at its discretion, with proper notice to employees as required by law or company policy.

(c) The Employee Benefits Policy of SALWACO is designed to provide employees with a competitive and comprehensive benefits package. By offering a range of benefits, SALWACO aims to attract, retain, and support a talented workforce while promoting the overall well-being and job satisfaction of its employees. This policy will be administered in a fair and consistent manner, and any updates or changes will be communicated effectively to ensure employees have access to accurate and up-to-date information about their benefits.

3.20 Performance Evaluation

Regular performance evaluations are conducted to assess employees' job performance, provide feedback, and identify areas for improvement or development. The performance evaluation process, criteria, and frequency are defined in the performance management policy.

3.20.1 Performance Management Policy

The purpose of this Performance Management Policy is to establish a framework for effectively managing and improving employee performance within SALWACO. This policy outlines the guidelines, procedures, and responsibilities for performance management to ensure consistency, fairness, and alignment with the SALWACO's goals and objectives.

3.20.2 Scope

This policy applies to all employees, including full-time, part-time, temporary, and contract workers, at all levels within SALWACO. It covers all aspects of performance management, including goal-setting, feedback and coaching, performance evaluations, and performance improvement plans.

3.20.3 Performance Management Principles

The following are principles for effective performance management:

- ✚ **(a) Clarity:** Employees should have a clear understanding of their roles, responsibilities, and performance expectations. Clear and specific goals should be established to guide performance.
- ✚ **(b) Regular Feedback:** Ongoing feedback and coaching should be provided to employees to support their professional growth and development. Feedback should be timely, constructive, and focused on both strengths and areas for improvement.
- ✚ **(c) Performance Recognition:** Outstanding performance should be recognized and rewarded to motivate employees and foster a positive work environment. Recognition can be both formal and informal, including bonuses, promotions, public appreciation, and non-monetary rewards.
- ✚ **(d) Development Opportunities:** Opportunities for professional development should be provided to enhance employees' skills, knowledge, and capabilities. These opportunities can include training programs, workshops, mentoring, job rotations, and educational assistance.

3.20.4 Performance Management Process

- ✚ **(a) Goal-Setting:** At the beginning of each performance cycle, employees and their managers will collaboratively set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that align with the company's objectives. Goals should be documented and regularly reviewed to ensure progress and provide clarity.
- ✚ **(b) Ongoing Feedback and Coaching:** Managers are responsible for providing regular feedback and coaching to their employees. This can be in the form of one-on-one meetings, informal discussions, or structured performance conversations. Feedback should be focused on strengths, areas for

improvement, and development opportunities. Employees are also encouraged to seek feedback from their peers and colleagues.

✚ **(c) Performance Evaluations:** At the end of each performance cycle, a formal performance evaluation will be conducted to assess the employee's performance against the established goals and competencies. Evaluation criteria will be objective, fair, and consistent across the organization. Evaluations will consider both the achievement of goals and the demonstration of core competencies.

✚ **(d) Performance Improvement Plans (PIPs):** In cases where an employee's performance falls below expectations, a Performance Improvement Plan may be initiated. The plan will outline specific performance deficiencies, expected improvements, and a timeline for achieving those improvements. Managers will provide the necessary support and guidance to help employees meet the desired performance standards.

3.20.5 Confidentiality and Privacy

Performance management discussions and records are considered confidential and will be handled with utmost sensitivity. Access to performance records will be restricted to authorized personnel involved in the performance management process. Confidentiality should be maintained to protect the privacy of employees.

3.20.6 Compliance with Employment Laws

The performance management process will comply with all applicable national employment laws and regulations. The process will be implemented in a non-discriminatory manner, ensuring equal opportunities for all employees, regardless of their race, color, religion, sex, national origin, age, disability, or any other protected characteristic.

(a) The HR department shall continually conduct separate and joint trainings for supervisors and supervisees to ensure clarity, transparency of the appraisal system and compliance with employment laws.

(b) Reports of such training programmes including feedback training evaluation slips from participants should be submitted to the Managing Director not later than two weeks after the conduction of the training exercise.

3.20.7 Communication and Training

SALWACO will provide training and resources to managers and employees to ensure they understand and effectively implement the performance management policy. Regular communication channels, such as team meetings, newsletters, and the company intranet, will be used to communicate updates and changes to the policy.

3.20.8 Policy Review

This Performance Management Policy will be periodically reviewed and updated as needed to ensure its relevance and effectiveness. The Human Resources department will be responsible for conducting policy reviews and making necessary revisions in consultation with relevant stakeholders, such as managers and employees.





Employees will be notified of any updates or changes to the policy through appropriate communication channels. It is the responsibility of managers and employees to familiarize themselves with the updated policy and comply with its provisions.

3.20.9 Grievance and Appeals

Employees have the right to raise concerns or grievances related to the performance management process. Grievances should be addressed through the company's established grievance resolution procedures. The company will ensure that grievances are handled promptly, fairly, and confidentially, without fear of retaliation.

3.20.10 Performance Management Responsibilities

a. Employees are responsible for

-  (i) Actively participating in the performance management process, including goal-setting, feedback discussions, and performance evaluations.
-  (ii) Seeking feedback and clarification on performance expectations.
-  (iii) Taking ownership of their professional development and actively engaging in learning opportunities.
-  (iv) Discussing any concerns or challenges they face in meeting performance expectations with their manager.

b. Managers are responsible for

- ✚ (i) Setting clear performance expectations and goals for their team members.
- ✚ (ii) Providing regular feedback, coaching, and guidance to support employee development and performance improvement.
- ✚ (iii) Conducting fair and objective performance evaluations.
- ✚ (iv) Identifying and addressing performance issues promptly and constructively.
- ✚ (v) Recommending appropriate recognition and rewards for outstanding performance.

c. Human Resources department is responsible for

- ✚ Developing and maintaining the Performance Management Policy.
- ✚ Providing training and resources to managers and employees on performance management best practices.
- ✚ Ensuring compliance with employment laws and regulations.
- ✚ Assisting managers in addressing performance issues and implementing performance improvement plans.
- ✚ Monitoring the effectiveness of the performance management process and recommending enhancements as necessary.

3.20.11 Policy Acknowledgment

All employees will be required to acknowledge receipt and understanding of this Performance Management Policy. By acknowledging the policy, employees agree to comply with its provisions and procedures.

By implementing this Performance Management Policy, SALWACO aims to foster a culture of continuous improvement, professional growth, and employee engagement. This policy serves as a guide for managers and employees to work together effectively in managing and enhancing performance to achieve organizational success.

3.20.12 Detailed Performance Evaluation Steps

The Performance Evaluation steps (appraisal procedure) takes the following steps:

Results Agreement

Staff appraisal shall involve two stages, i.e., the **Results Agreement** and **Appraisal** Stages.

A Result Agreement (for which an appropriate template will be designed by the Company) shall be prepared and signed between every staff and his or her immediate supervisors under the guidance of Departmental Directors and heads of Units. Results Agreement (RA) should be signed by every staff on half-yearly basis (the first at the beginning of every year, but not later than the 15th of January and the second by the 15th of July). The Results Agreement with the Directors shall be signed with the Managing Director.

The essence of the RA is that for someone to be fairly appraised he/she must have a pre-agreed performance requirement. Each Department should draw up yearly Annual Work Plan (AWP), based on a template established by the Company, which feeds into the Company's global AWP. The AWP will be the basis for measuring the Department's performance while the RA is the basis for measuring individual staff performance. The RA should be fed from the AWP.

Staff appraisal

A Staff Appraisal template shall be prepared by the Company. The appraisal shall be on half-yearly basis, i.e., at the end of each Results Agreement period. At the end of the year, the HR Department shall prepare the Company's appraisal report and make appropriate recommendations.

The Human Resource Department shall prepare a timetable/schedule for implementing the Results Agreement and Staff Appraisal before 30th November for the ensuing year.

3.21. Grievance and Disciplinary Policy

SALWACO has established grievance and disciplinary procedures to address employee concerns, complaints, or violations of company policies. The procedures ensure a fair and impartial investigation and provide a framework for resolving conflicts and administering disciplinary actions when necessary.

3.21.1 Policy Application

The Policy shall apply to all staff. It is expected that most issues will be resolved informally but where this is not the case, the standard set out below should be followed.

Stage I

Any Employee desiring to raise a grievance in which he is directly and personally concerned, shall raise the matter with his immediate superior who will respond in writing, within 3 working days.

Stage 2

If not resolved in stage 1, the employee shall raise it up in writing with the Head of Department who shall Endeavour to resolve the issue within three (3) working days from the date of receipt of the grievance.

Stage 3

If the grievance is not resolved at Stage 2, the aggrieved employee shall take the issue up in writing with the Director of HR and keep the Managing Director, the Deputy Managing Director and the his / Head of Department in copy.

Stage 4

The MD, DMD, and Head of HR Department shall review the complaint and resolve on the approach to use i.e., whether to constitute a committee or to use any other reasonable approach. All information from officers who have previously attempted to resolve the complaint would be sought in writing to help the parties at this stage to become knowledgeable of the circumstance of the grievance.

- (a) Except where absolutely impracticable, Management shall ensure to resolve all grievances submitted to its desk within one calendar month.
- (b) The final decision of the resolution process shall under the general guidance of the Managing Director be communicated to the party or parties aggrieved by the Head of Human Resource.

3.21.2 Collective Grievance

If the grievance is deemed to be collective; i.e., more than four staff members, the matter will be channeled directly to the

Managing Director and s/he will select a committee to probe the issue within a maximum of two weeks

- (a) The committee shall present its report including recommendations to the Managing Director.
- (b) The Managing Director will present the recommendations at Senior Management meeting.
- (c) The report shall be reviewed at this stage.
- (d) The MD shall communicate to the Director of HR the final decision of Management on the issue for onward communication to the aggrieved group of employees

3.21.3 Disciplinary Policy and Procedures

The Company recognizes the importance of having a disciplined workforce; ensuring that ethical standards are maintained within the framework of SALWACO's Core Values and culture.

3.21.4 Policy Objectives

The objectives are:

- (i) To ensure fair treatment of staff who become liable to disciplinary action.
- (ii) To institute discipline in the workplace.
- (iii) To lay out the procedure for establishing the culpability of any staff member accused of any offence in a clear and concise manner.
- (iv) To correct behaviours.
- (v) To create a socially conducive work place environment
- (vi) To promote mutual respect and dignity between and among employees.

3.21.5 Policy Application

This policy applies to all staff.

3.21.6 Policy Principles

- I. It is the responsibility of the Line Manager to counsel staff on all appropriate matters.

- II. "JUSTICE DELAYED IS JUSTICE DENIED" The procedure is designed to establish the facts quickly and to deal consistently with disciplinary issues.
- III. "YOU MUST HEAR THE OTHER SIDE" At every stage employee shall have an opportunity to state their case.
- IV. "THE RIGHT TO CHALLENGE THE EVIDENCE PRESENTED AGAINST HIM OR HER" Where the matter is brought before the Disciplinary Committee, an employee shall have an opportunity to cross examine on any evidence presented against him or her.
- V. "THE RIGHT TO CALL WITNESSES" Where permissible, an employee may have witness (es) to give evidence or speak in his favour.
- VI. "THE RIGHT OF APPEAL" An employee has the right to appeal against any disciplinary decision by his Head of Department, Disciplinary Committee or Management.

3.21.7 Categories of Offences

For purposes of attaching penalties to offences, and prescribing the manner to deal with same, offences are classified into three categories viz.

- I. Actions constituting Minor Rule Violations
- II. Actions constituting Serious Misconduct
- III. Actions constituting Gross Misconduct

3.21.8 Actions Constituting Minor Rule Violations

Rule violations of a minor nature have little effect on the continuity, efficiency, and safety of the Company's work, but shall not be tolerated if repeated. The following are a few examples of what may be termed 'minor rule violations' that can result in either verbal or written warnings being entered into an employee's record. Continuation of an offence can result to stronger performance enhancing action. This list is in no way all inclusive.

- I. Tardiness and high incidence of absenteeism.
- II. Absence from duty for one day without satisfactory explanation.
- III. Persistent lateness in reporting for work.
- IV. Leaving the assigned place of work during working hours without permission.
- V. Failure to observe assigned work schedules (starting time, quitting time, rest and lunch periods)
- VI. Poorly performing the lawful instructions of your supervisor.
- VII. Sleeping during working hours
- VIII. Performing unauthorized personal work during Company's time
- IX. Discourteous treatment of the public, management or other employees

- X. Engaging in excessive visiting, personal conversations or using the official telephone or computer for personal use.
- XI. Malingering.
- XII. Suffering from pecuniary embarrassment such as inability to settle financial obligations from creditor(s) or another person(s)
- XIII. Failing to put on supplied uniforms during working hours.

3.21.9 Actions Constituting Serious Misconduct

Serious misconduct include but not limited to offenses that are continued failure to perform assigned workload; high frequency of absenteeism; willful, deliberate, or negligent acts or violations of the Company's rules, policies or procedures;; use of abusive languages or derogatory remarks that are intended to attack or reduce the person of another staff; continuous sexual harassment of a colleague employee; quarrelling at high tonation that may attract public attention. It covers the following which is in no way inclusive of all possible violations:

- I. Refusal to carry out management's instructions under the terms of your employment.
- II. Persistently disobeying the lawful orders or instructions of your supervisor or superior officer.
- III. Insubordination
- IV. Acts of indecent or immoral behaviour during office hours.
- V. Deliberately delaying or restricting work or inciting others to delay or restrict work
- VI. Being under the influence of alcohol or un-prescribed drugs during working hours.
- VII. Racial, tribal or sexual harassment / victimization.
- VIII. Breach of the Company's equal opportunities procedure.
- IX. Unauthorized driving of vehicle belonging to the Company
- X. Unauthorized use of Company's name or logo;
- XI. Incompetence or gross negligence in the performance of assigned duties;
- XII. Undertaking any unauthorized activity.
- XIII. Carrying out any other business or profession that may conflict with the objectives of the Company
- XIV. Continued unsatisfactory work performance
- XV. Continued absence or tardiness despite warnings
- XVI. Behavior or activity on or off work premises while representing the Company that is of such nature to cause discredit or embarrassment to Company
- XVII. Flagrant or repeated minor rule violations.

The above offences may lead to demotion, suspension or termination depending on their severity. In these instances, the head of Human Resources may hold a hearing

with the employee and head/supervisor prior to recommending to Management for approval.

3.21.10 Actions Constituting Gross Misconduct

The list is not exhaustive but nonetheless comprises the following:

- ✚ Any act of deceit or dishonesty relating to the Employee's employment and /or the operations/affairs of the Company,
- ✚ Gross Insubordination.
- ✚ Larceny or unauthorized possession of employee's property or property belonging to another colleague or a visitor Assault of clients, fellow employees or third parties within the course of employment. Fighting or striking your fellow employee on duty.
- ✚ Willfully endangering the health and safety of others either by action or omission.
- ✚ Willfully damaging the properties of the Company, employees and those belonging to members of the Company during working hours.
- ✚ Gross negligence that could lead to damage of corporate image among other things.
- ✚ Disclosure of any confidential/classified secret information of the Company to an unauthorized person or entity.
- ✚ Divulging any confidential information of the Company affecting its activities
- ✚ Willfully refusing to carry out lawful instructions from superior Officer;
- ✚ Drunkenness or being under the influence of any drug while on duty;
- ✚ Fraud, stealing, embezzlement or any similar criminality causing willful damage to the property of the Company
- ✚ Conviction in the court of law for any criminal offence except traffic-related offences;
- ✚ Accepting or offering bribes
- ✚ Absence from duty for a period more than ten days without permission.
- ✚ Negligence or deliberate act resulting in damage to the Company's property or financial loss to the Company.

3.21.11 Procedures

Actions Constituting Minor Rules Violations:

When a staff member commits any of the minor offences or an equivalent, the following will be the disciplinary procedure.

1. Oral Query

If the conduct of the offender falls within this category (Minor Rules Violations) the offender will be given a formal oral query by his/her supervisor, in the presence of another staff. The Formal Oral query should be recorded in writing and signed by his supervisor. The employee will be requested to reply and his/her reply will together with the formal oral query recorded in writing be put in the employee's personal file.

2. Oral Warning

Where the oral reply is unsatisfactory the supervisor should issue an oral warning to the staff in the presence of another staff. The employee will be told that if there is a repetition, he would receive a more severe punishment. This also will be recorded in the employee's file.

3. Written Query

Where staffs persist in any of the offences listed above a written query will be issued by his supervisor. The employee would be requested to reply in writing and his/her written reply will together with the written query be put in the employee's personal file.

4. Written Warning

Where the written reply to the written query is unsatisfactory, the supervisor should issue a written warning to the staff and keep the Head of HR in copy. The employee will be told that if there is a repetition or if there is no improvement after the specified period a final written warning will be issued or the matter forwarded to the Disciplinary Committee for appropriate action or he would receive a more severe punishment. This also will be recorded in the employee's file.

5. Final Written Warning

(a) Where conduct is still unsatisfactory by the employee with reference to offences listed above, the Head of Department or Supervisor shall forward the matter to the Head of HR informing the HR about the series of previous actions of the employee and shall also present copies of previous queries and warning letter.

(b) The Head of HR shall review and issue out a strongly worded warning letter (if applicable).

(d) Should the employee fail to adhere to the warning, the HR department shall recommend to Management that the employee be suspended for two weeks on half monthly salary and shall be suspended pursuant to approval by Management.

(e) An employee that decides to repeatedly commit the same offence despite previous warning and or two weeks suspension will be requested to proceed on an indefinite suspension and or the HR Department shall again recommend to Management that the services of the employee be terminated.

3.21.12 Action to be taken against Serious Misconduct

Management may decide to use various approaches in handling serious misconducts based on needful considerations and the prevailing circumstances. These may be treated on case-by-case basis.

The Head of Department of the alleged defaulting employee shall submit a written report about the employee's conduct to the HR department and keep the Managing Director and Deputy Managing Director in copy.

The Head of HR shall review the report, briefly conduct a preliminary oral interview with the employee to apparently hear his own side of the story and advise Management on the next line of action.

For complex matters and where the employee reiterates strongly about his innocence or not to bear liability, the Head of HR shall recommend that that an investigation committee be constituted by Management.

For matters where the evidences are clear (irrefutable) and or the accused has admitted guilt at his free will in the presence of at least two witnesses, the Head of HR department under the general guidance of Management shall institute an appropriate administrative action that is proportionate to the severity of the offence

Such administrative actions could be a strongly worded warning letter, suspension for a definitive period with half pay for no more than three calendar months, indefinite suspension (while remorseful behavior is surveillanced), demotion, transfer to a lower cadre station, postponement of possible promotion, etc.).

3.21.13 Actions to be Taken Against Gross Misconduct

When a staff member commits any of the offences categorized as gross misconduct as stated in (3.21.10) or an equivalent thereto as may be deemed by the judgment of Management, the following actions may be instituted:

- a. The Head of department shall directly send a detailed report on the issue to the Managing Director.
- b. An investigation committee shall IMMEDIATELY be set up by the Managing Director to conduct an investigation and submit an investigation report including recommendations to the Managing Director within three weeks.

- c. The Managing Director shall within two weeks review the report, consult the Board of Directors as appropriate and communicate the decision of the Board/Management to the HR department for onward dissemination and further actions.
- d. The Managing Director shall hold the views and recommendations of the investigation committee to high esteem and respect but reserves the right to make a final decision on the matter.
- e. An employee under investigation shall be suspended indefinitely and shall be on half pay until the decision of Management on the matter is communicated to the HR department for onward communication to the accused.

In the event the decision of management shows that the employee is innocent as accused, the HR department shall request the Finance Department to facilitate the payment of his/her outstanding salary and the Head of HR shall organise a counseling session or a rehab session for the employee.

The least penalty for gross misconduct shall be one month suspension without pay and dismissal of service shall be the highest punishment. Notwithstanding the literal interpretation of (e), Management may decide to proceed with legal charges in addition to other disciplinary actions as and when necessary against an employee that grossly misconducts himself/herself

3.21.14 Summary Dismissal

Management shall for necessary reasons dismiss the services of any employee as and when necessary.

- (a) All Senior and Junior employees committing an Act that constitutes Gross Misconduct especially Insubordination dishonesty relating to the employee's employment and operation/affairs of Company (e.g., fraud, embezzlement, larceny etc.), or the divulging of sensitive information that impacts the activities of the Company, or brings it into disrepute, stands the risk of being summarily dismissed at the discretion of the Managing Director.
- (b) In such cases of Summary Dismissal, the employee will be formally queried and given an opportunity to reply in writing and in a meeting. Based on the query, reply and formal interview, the Managing Director will take a decision to summarily dismiss the employee concerned. The Employee has the right to request for an independent third party of his or her choosing to be present at any such meeting.
- (c) This may at the discretion of the Managing Director, warrant an emergency management meeting depending on the case at hand. Where management is unable to arrive at a decision by reason of the need for further investigation, the Disciplinary Committee may be requested to sit on the matter.

- (d) In the case of a Departmental Head or an employee of similar grade, the Managing Director shall make recommendations to the Board of Directors of SALWACO, for the employee's summary dismissal or termination.
- (e) Employees who have been summarily dismissed from the Service of the Company shall not be eligible for and of Term Benefits.

3.21.15 Executive Level Discipline

Disciplinary issues related to Executive level staff shall be handled by the Board of Directors.

3.21.16 Appeals

An employee has the right to appeal against any decision by virtue of the disciplinary procedure. Any employee who wishes to appeal against any disciplinary decision must do so in writing to the Managing Director within 5 working days giving reasons for the appeal.

Stage 1

A panel appointed by the Managing Director for Junior and Middle Grade employees, or the Board for Senior and Executive Grade employees will be established to hear the Appeal and decide the case as impartially as possible.

Stage 2

If the Junior and Middle Grade employee is unsatisfied with the decision of the Managing Director (MD), s/he can request the MD in writing to forward the matter to the Board of Directors (Board). The decision of the Board shall be final.

3.21.17. Policy on Termination of Employment

This policy outlines the circumstances and procedures for terminating an employee's employment, including resignation, retirement and termination for cause. It covers notice periods, exit procedures, final pay, and any post-employment obligations or restrictions.

3.21.18 Resignation

If an employee decides to leave their position, the employer will need them to give at least 30 days' written notice to head of the human resources Department. This notice time enables the company to make the required preparations for a seamless transfer of their duties. They might have to go through an exit interview and give over any company property or confidential information they had upon leaving.

3.21.19 Retirement

If an employee decides to leave their job, the company will value their commitment throughout their tenure. They will be required to give at least 30 days' notice in writing of their retirement to the head of human resources department. This time frame will help with the preparations needed for a smooth transition. They can be asked to take part in an exit interview after retiring and give over any company property or confidential information they may have.

If an employee retires due to age, benefits accrued will be in accordance with the NASSIT Act in force.

An employee that fails to comply with 3.21.18 shall forfeit two month's salary in lieu of notice.

3.21.20 Termination for Cause

Termination for cause may occur when an employee's conduct or performance fails to meet the standards set forth by the company, resulting in a breach of employment agreement or company policies. Termination for cause may also arise from actions such as dishonesty, insubordination, harassment, violation of company rules, or engaging in illegal activities or serious misconduct or gross misconduct. Before a decision for termination for cause is made, an investigation will typically take place to gather relevant information and provide an opportunity for the employee to present their side of the situation.

SECTION FOUR - EMPLOYEE RELATIONS

4.1. Communication Policy

(a) SALWACO promotes effective communication channels and encourages open and transparent communication between employees and management. It may include regular team meetings, emails, suggestion boxes, or digital platforms to facilitate communication and information sharing.

(b) The Managing Director will be available to any employee who wishes to see him to discuss any problem, whether personal or connected with the service.

4.2. Confidentiality Policy

Employees are expected to maintain strict confidentiality regarding sensitive company information, trade secrets, customer data, and employee records. Confidentiality agreements and guidelines on handling confidential information are provided to ensure compliance with legal and ethical standards.

The purpose of this Confidentiality Policy is to outline the guidelines and procedures for protecting confidential and sensitive information within SALWACO. This policy is designed to ensure the confidentiality, integrity, and availability of information assets, both within SALWACO and in its dealings with external parties.

4.2.1 Scope

This Confidentiality Policy applies to all employees, contractors, consultants, temporary workers, and any other personnel who have access to confidential information owned, controlled, or entrusted to SALWACO. This policy also extends to third-party entities, partners, vendors, and other external parties who are granted access to confidential information.

4.2.2 General Principles

- i. All individuals who have access to confidential information must treat such information as highly sensitive and ensure its protection.
- ii. Confidential information must be used solely for legitimate business purposes and only disclosed on a need-to-know basis, as authorized by management.

- iii. Individuals must maintain the confidentiality of information both during and after their employment or association with SALWACO, as outlined in any confidentiality agreements signed.

4.2.3 Physical Security

- i. Physical copies of confidential information must be stored in secure areas, such as locked cabinets or safes, when not in use.
- ii. Confidential information should not be left unattended in public areas and must be properly secured when transported outside the company's premises.

4.2.3 Digital Security

- i. Electronic systems and networks containing confidential information must have appropriate security measures, including but not limited to firewalls, access controls, encryption, and up-to-date antivirus software.
- ii. Strong passwords must be used for all systems and changed periodically. Passwords should not be shared, and access credentials must be unique to each user.
- iii. Confidential information should not be stored on personal devices, unless explicitly authorized and subject to appropriate security controls.
- iv. Emails, instant messages, or other electronic communications containing confidential information should be sent securely using encryption or other approved methods.

4.2.4 Disclosure and Sharing of Confidential Information

- i. Confidential information must not be disclosed to unauthorized individuals or external parties, unless permitted by law or with the explicit consent of Management
- ii. When sharing confidential information with external parties, appropriate agreements, such as non-disclosure agreements (NDAs), must be in place to protect the information and clearly outline the rights and responsibilities of both parties.
- iii. Prior approval from Management must be obtained before discussing confidential information in public areas, during meetings, or in any other situation where unauthorized individuals may overhear or access the information.

4.2.5 Reporting and Incident Response

- i. Any suspected or actual breaches of confidentiality, including unauthorized access, disclosure, loss, or theft of confidential information, must be reported immediately to the designated internal authority or the Data Protection Officer.
- ii. Employees should follow the company's incident response procedures in the event of a confidentiality breach, including preserving evidence, containing the incident, and notifying the appropriate stakeholders.
- iii. Incident investigations should be conducted promptly and thoroughly to determine the cause, extent of the breach, and the potential impact on the company or affected individuals.
- iv. Remedial actions and appropriate disciplinary measures will be taken against individuals found to have violated the confidentiality policy, including termination of employment, legal action, or any other relevant consequences as per company policies and applicable laws.

4.2.6 Confidentiality Training and Awareness

- i. All employees, contractors, and relevant personnel should receive training on confidentiality policies and procedures upon joining the company, and regularly thereafter, to ensure ongoing awareness and compliance.
- ii. Such training programs shall be jointly coordinated by the Communications Unit, Company Secretary and the Human Resources Department
- iii. Training programs should cover the importance of confidentiality, the types of information considered confidential, handling procedures, security best practices, and the consequences of non-compliance.
- iv. Regular awareness campaigns, reminders, and communication initiatives should be conducted to reinforce the importance of confidentiality and to keep employees informed about any updates or changes to the policy.

4.2.7 Retention and Disposal of Confidential Information

- i. Confidential information should only be retained for as long as necessary to fulfill its intended purpose or to comply with legal and regulatory requirements.
- ii. Management should establish retention periods and disposal methods for different categories of confidential information, considering factors such as the sensitivity of the data, legal obligations, and business needs.
- iii. When disposing of confidential information, secure disposal methods such as shredding physical documents or permanently erasing digital files should be employed to prevent unauthorized access or recovery.

4.2.8 Compliance Monitoring

- i. The company will conduct periodic audits and assessments to evaluate compliance with the confidentiality policy and related procedures.
- ii. Compliance monitoring may include reviewing access logs, conducting spot checks, and assessing security controls to ensure the protection of confidential information.

4.2.9 Consequences of Non-Compliance

- i. Violations of this confidentiality policy may result in disciplinary action, up to and including termination of employment or engagement, as per company policies and applicable laws.
- ii. Legal action may be pursued in cases of serious breaches or intentional misconduct resulting in harm to the organization or individuals.

4.2.10 Review and Updates

- i. This Confidentiality Policy will be periodically reviewed to ensure its effectiveness, relevance, and alignment with legal and regulatory requirements.
- ii. Any updates or amendments to the policy will be communicated to all relevant individuals, and appropriate training and awareness initiatives will be conducted.
- iii. Employees and stakeholders are encouraged to provide feedback, suggestions, or concerns regarding the policy to the designated authority.
- iv. By adhering to this Confidentiality Policy, SALWACO aims to protect its confidential information, safeguard the interests of its stakeholders, and maintain the trust and reputation it has earned.

4.3. Harassment and Discrimination Policy

- a) SALWACO has a zero-tolerance policy for any form of harassment or discrimination in the workplace. Employees are expected to treat each other with respect and dignity. Procedures for reporting and addressing harassment or discrimination complaints are clearly defined.
- b) SALWACO is committed to providing a safe, inclusive, and respectful work environment for all employees, contractors, visitors, and clients. This policy aims to prohibit all forms of harassment and discrimination based on protected characteristics, promoting a culture of dignity, equality, and diversity within the

organization. SALWACO will not tolerate any behavior that undermines this commitment.

4.3.1 Scope

This policy applies to all employees, contractors, volunteers, visitors, clients, and anyone else engaged in activities associated with SALWACO, regardless of their position or level of authority.

4.3.2 Prohibited Conduct

- i. **Harassment:** All forms of harassment based on protected characteristics, as defined above, are strictly prohibited. This includes both explicit and implicit forms of harassment.
- ii. **Discrimination:** Discrimination based on protected characteristics in any aspect of employment, including hiring, promotions, assignments, benefits, training, and terminations, is strictly prohibited.
- iii. **Retaliation:** Retaliation against any individual who makes a complaint, report, or participates in an investigation related to harassment or discrimination is strictly prohibited.

4.3.3 Reporting Procedure

- i. Any employee, contractor, volunteer, visitor, or client who believes they have experienced or witnessed harassment or discrimination should report the incident promptly.
- ii. Report can be made to the immediate supervisor, human resources department, or any designated individual within SALWACO.
- iii. Reports may be made verbally or in writing. Anonymous complaints will also be accepted.
- iv. All reports should be finally directed to the Deputy Managing Director

SALWACO will take all reports seriously and will conduct a fair and impartial

4.3.4 Investigation and Remedial Action

- i. SALWACO will promptly investigate all reports of harassment and discrimination.
- ii. Investigations will be conducted in a confidential and objective manner.
- iii. Individuals involved in the investigation will be interviewed, and any relevant evidence will be gathered.

- iv. If it is determined that harassment or discrimination has occurred, appropriate remedial action will be taken. This may include disciplinary action, up to and including termination of employment or contract.

4.3.5 Regular Review and Evaluation

- i. SALWACO will periodically review and evaluate the effectiveness of the harassment and discrimination policy and its related procedures.
- ii. Feedback from employees, contractors, volunteers, and other stakeholders will be sought to identify areas for improvement.
- iii. The policy will be updated as necessary to reflect changes in legislation or best practices.

4.3.6 External Reporting

If an employee, contractor, or other individuals believe that SALWACO has not appropriately addressed their complaint of harassment or discrimination, they have the right to file a complaint with external enforcement agencies or regulatory bodies, such as the relevant labor department or human rights commission.

4.3.7 Compliance with Applicable Laws

- i. SALWACO will comply with all local, national, and international laws and regulations related to harassment and discrimination.
- ii. Where specific legislation exists, SALWACO will ensure its policies and practices align with the legal requirements.

SALWACO is dedicated to fostering a work environment free from harassment and discrimination. By implementing this policy and actively promoting a culture of respect and inclusion, the company aims to create a positive and equitable workplace for all.

4.4. Health and Safety Policy

SALWACO is committed to providing a safe and healthy work environment for all employees. The company complies with applicable health and safety regulations and implements measures to prevent accidents, provide safety training, and address potential hazards in the workplace.

4.4.1 Employee Responsibility – “Safety Begins with Me”

The Company relies on its employees to contribute to a safe work environment. Employees should adopt a “safety begins with me” approach in the workplace. Employees should comply with all applicable health and safety procedures and use necessary protective equipment and safety devices when required to do so in the workplace.

(a) Employees should notify their manager or other appropriate manager promptly about any potential unsafe conditions or safety hazards. Concerns may be reported anonymously.

(b) The HR department under the general guidance and support of Management shall ensure that employees are regularly and periodically supplied with the necessary protective clothing and/or safety devices such as boots, masks, protective suits, breathing devices, aprons, goggles, cutlasses, torch-lights, or any other appropriate devices as the nature of work may require.

(c) Management shall ensure that Trainings/Refresher trainings on Health and workplace safety are conducted at least once every year.

(d) Employees will not be penalized in any way for reporting unsafe conditions and/or practices.

(e) The HR department should ensure that regular checks on workplace infrastructure and other environmental assessments are periodically conducted and emerging issues (particularly concerning employee health and safety) should be promptly reported to the Managing Director

(f) Employees should report all accidents (minor or major) promptly to their immediate supervisors and the Human Resources department should be notified about all accidents within 24 hours upon its occurrence.

(g) If a life-threatening or emergency situation exists, employees should instantly seek the appropriate medical attention, and thereafter follow up or report the matter as in (f) above.

(h) Supervisors and Heads of departments should take administrative actions against employees that continuously engage in the flouting of safety precautions that they (the employees) have the capacity of controlling.

4.4.2 Vehicle Safety

Employees are expected to observe safe driving practices while operating a vehicle in the performance of their jobs (whether the vehicle is provided by the Company or is

personally owned), which includes only making telephone calls or sending messages if it can be accomplished without taking one's hands from the steering or focus from the road. Employees must comply with any additional segment guidelines or applicable laws that impose greater restrictions on the use of communications devices while operating a vehicle.

(a) The company shall not be liable for injuries or damage to persons that are not authorized to be on board company fleets.

(b) Reports of any accident should be immediately reported to the Transport Manager and the Director of Administration.

(c) Drivers that are intoxicated with high quantities of alcohol, prohibited substances, drugs shall not be allowed to drive company vehicles. High quantities shall be interpreted as the standard interpretations recognized by the Ministry of Health and sanitation

4.4.3 Work-Related Illness or Injury

Employees must promptly report to their manager any injury or illness that occurs on the job or arises in the course of their duties. For certain injuries or illnesses, employees may be eligible to receive workers' compensation benefits under applicable state law. The employee and manager are responsible for promptly reporting work-related illnesses or injuries to the medical personnel or Risk Management Department for their location.

4.5. Policy on Substance Abuse

Employees must promptly report to their manager any injury or illness that occurs on the job or arises in the course of their duties. For certain injuries or illnesses, employees may be eligible to receive workers' compensation benefits under applicable state law(s). The employee and manager are responsible for promptly reporting work-related illnesses or injuries to the Company.

4.5.1 Policy on Substance Abuse

SALWACO prohibits the use, possession, or distribution of illegal drugs or alcohol in the workplace. Employees may be subject to drug testing as per the company's drug-free workplace policy. Assistance programs and resources for employees facing substance abuse issues may be provided.

(a)SALWACO shall remain committed to providing a safe and productive work environment and shall not tolerate employees to work under the influence of alcohol

(b)The unlawful manufacture, distribution, dispensation, possession or use of prohibited drugs will not be tolerated in the workplace, including on Company's property, in any Company-owned, leased or rented vehicle, or while engaged in Company business. Violators will be subject to disciplinary action, which may be termination.

Employees who are lawfully using prescription or over-the-counter drugs that they believe may impair their ability to safely perform their job should discuss the issue with HR before starting or resuming work.

4.5.2 Non-Smoking

As part of a broader strategy to improve employee health, it is the policy of the Company to limit exposure to secondhand smoke for its employees, clients, contractors, visitors and guests, all of whom are required to comply with this policy. Smoking in any form, including the use of tobacco products (pipes, cigars and cigarettes) or "vaping" with e-cigarettes, shall only be permitted in areas specifically designated and posted as "Smoking Areas." Those who smoke must use the provided receptacles in order to maintain Company facilities.

In any area where smoking is prohibited by law, it is also prohibited by SALWACO's policy (e.g., public places, adjacent to fuel storage and flammable/combustible liquid dispensing activities).

Smoking is prohibited at all times in vans and any other multiple-occupant, company-owned vehicle.

4.6. Professional Development and Training Policy

SALWACO promotes continuous learning and professional development for its employees. The company may provide training programs, workshops, or opportunities for further education to enhance employees' skills, knowledge, and career advancement.

SALWACO agrees to encourage and assist their staff to gain further training, so as to afford opportunity for advancement within the Company for those staff where such opportunity exists. The Company therefore, provides assistance to confirmed full-time employees who have served the company with Training and Development opportunities.

4.6.1 Types of Training and Development Policy

Generally, SALWACO recognizes three types of training policies:

(i) In-House Training Policy

(ii) Self-Development Policy

(iii) Educational Training Leave (sabbatical leave)(a) Where a professional staff member requires training to continue to keep his certification, the cost of such training shall be borne by the Company if funds are available.(b) The Company may also, with the approval of the Managing Director bear the cost of Degree courses and for required vocational and technical training at accredited Universities and Colleges in areas related to the efficient running of the Company for confirmed staff members, as fits within the strategic plan of the Company if funds are available.

All employees receiving training at the expense of the Company shall be bonded and continue to serve in the employ of the Company in accordance with the Bonding Policy.

(c) premium is placed on providing employees with opportunities for fieldwork experience and correct interpretation / implementation of policies. Fieldwork is recognized at a premium as it provides experience and development in addition to training.

4.6.2. Employee Recognition and Rewards Policy

SALWACO recognizes and rewards employees for their contributions and achievements. The company may have programs to acknowledge outstanding performance, long-service awards, employee of the month/year recognition, or other initiatives to motivate and appreciate employees' efforts.

At SALWACO, we believe that recognizing and rewarding our employees' contributions and achievements is essential to foster a positive work culture, enhance employee engagement, and drive exceptional performance. This policy outlines the guidelines and procedures for recognizing and rewarding employees to ensure fairness, transparency, and consistency across SALWACO.

4.6.2 Objectives

The primary objectives of this policy are as follows:

(a) To acknowledge and appreciate outstanding employee performance, achievements, and contributions.

- (b) To motivate and inspire employees to excel in their roles and exceed expectations.
- (c) To reinforce a positive work environment, team collaboration, and a culture of recognition.
- (d) To attract, retain, and develop top talent by offering competitive rewards and recognition programs.
- (e) To align employee recognition and rewards with the organization's core values, goals, and strategic objectives.

4.6.3 Scope

This policy applies to all employees of SALWACO, including full-time, part-time, and contract employees.

4.6.4 Types of Recognition and Rewards:

1. **Informal Recognition:** Informal recognition encourages a culture of appreciation on a day-to-day basis. Employees are encouraged to express gratitude and acknowledge each other's efforts through verbal recognition, thank-you notes, or other forms of informal appreciation.
2. **Formal Recognition:** Formal recognition programs are designed to honor outstanding performance, achievements, and contributions. These programs may include:
 - i. **Employee of the Month/Quarter/Year:** Recognizing employees who consistently demonstrate exceptional performance and go above and beyond their regular duties.
 - ii. **Team Recognition:** Acknowledging exceptional teamwork, collaboration, and successful completion of projects or milestones.
 - iii. **Innovation and Creativity Awards:** Recognizing employees who introduce innovative ideas, processes, or solutions that have a significant positive impact on the company.
 - iv. **Customer Service Excellence Awards:** Honoring employees who consistently provide exceptional customer service and exceed customer expectations.
 - v. **Longevity Awards:** Recognizing employees for their dedicated service and loyalty to the company at specific milestones (e.g., 5, 10, 15 or 20 years of service).
3. **Rewards and Incentives:** In addition to recognition, employees may be eligible for various rewards and incentives, such as:
 - a. Performance-based bonuses or commissions
 - b. Gift cards, vouchers, or merchandise

- c. Training and development opportunities
- d. Public recognition through internal communication channels or company-wide events.

4.6.5 Recognition and Rewards Process

- **Nomination:** Employees can be nominated for recognition or rewards by their supervisors, peers, or self-nomination, depending on the program.
- **Evaluation:** A designated committee or management team reviews nominations and assesses them based on predetermined criteria aligned with the company's objectives.
- **Approval:** Once evaluations are complete, the committee or management team approves the recipients of recognition or rewards.
- **Communication:** Selected employees are notified of their recognition or reward through formal communication channels. Celebrations and presentations can be organized to publicly acknowledge their achievements.
- **Documentation:** All recognition and rewards are documented in employee records, ensuring transparency and maintaining a record of employee achievements.

4.6.6 Confidentiality and Privacy

The nomination and evaluation process should be treated with utmost confidentiality to maintain the integrity of the recognition and rewards system. Employee performance and personal information should only be shared on a need-to-know basis.

4.6.7 Review and Evaluation

This policy will be periodically reviewed to ensure its effectiveness and relevance. Feedback from employees i.e., directors and managers will be considered in improving the recognition and rewards programs.

4.6.8 Bonus and Incentive Scheme

The Bonus and Incentive Schemes shall be in accordance with the Company's approved policy of the Scheme. Management shall timely communicate changes to the scheme to all staff through the HR Department.

4.6.9 Compliance

All employees are expected to comply with this policy and support a positive culture of recognition and appreciation. Any violations or concerns related to the policy should be reported to the Human Resources Department.

SECTION FIVE - CODE OF CONDUCT

5.1. Policy on Ethical Behavior

SALWACO expects employees to adhere to high ethical standards in their conduct, both within and outside the workplace. This policy outlines the company's expectations regarding honesty, integrity, conflicts of interest, and ethical decision-making. It may also include guidelines on accepting gifts, avoiding bribery, and maintaining professional boundaries.

At SALWACO, we are committed to upholding the highest standards of ethical behavior in all aspects of our operations. This policy on ethical behavior serves as a guide for all employees, contractors, and stakeholders to understand and adhere to the principles and values that define our company. The purpose of this policy is to foster a culture of integrity, trust, and accountability while promoting responsible and ethical conduct throughout our interactions and decision-making processes.

5.1.1 Core Ethical Principles

The following core ethical principles form the foundation of our policy on ethical behavior:

- ✚ **Integrity:** We expect all individuals associated with SALWACO to act honestly, truthfully, and consistently in all professional dealings. Integrity requires adherence to moral and ethical principles, as well as demonstrating transparency, fairness, and sincerity.
- ✚ **Respect:** We value diversity, dignity, and the inherent worth of every individual. We promote a respectful work environment free from discrimination, harassment, or any form of unethical treatment. Mutual respect should guide all interactions, regardless of differences in roles, backgrounds, or perspectives.
- ✚ **Compliance:** It is imperative for all individuals to comply with all applicable laws, regulations, policies, and contractual obligations. This includes but is not limited to labor laws, privacy laws, intellectual property rights, and environmental regulations.
- ✚ **Confidentiality:** Confidentiality is crucial in maintaining trust and protecting sensitive information. All employees and stakeholders must respect the confidentiality of proprietary data, customer information, trade secrets, and any other confidential or privileged information obtained through their association with SALWACO.
- ✚ **Accountability:** We believe in taking responsibility for our actions and decisions. Individuals are expected to be accountable for their conduct and to be aware of the potential impact their actions may have on colleagues, clients, the organization, and society as a whole.

5.1.2 Ethical Standards and Guidelines

To ensure compliance with the core ethical principles, the following guidelines should be observed:

- ✚ **Professional Conduct:** All employees and stakeholders are expected to conduct themselves professionally and in a manner that reflects positively on the company. This includes maintaining a high level of competence, honesty, and professionalism in all interactions.
- ✚ **Conflicts of Interest:** Individuals should avoid conflicts of interest that could compromise their judgment or impartiality. Any potential conflicts of interest should be promptly disclosed to the appropriate authority within SALWACO.
- ✚ **Anti-Corruption and Bribery:** SALWACO strictly prohibits any form of corruption, bribery, or unethical influence on business decisions. Offering, giving, receiving, or soliciting bribes or improper advantages is strictly prohibited.
- ✚ **Fair Competition:** We believe in fair and open competition. Employees and stakeholders must comply with antitrust and competition laws, avoiding any activities that could restrain trade, manipulate prices, or limit market competition.
- ✚ **Protection of Company Assets:** All individuals are responsible for safeguarding and using company assets, including physical, financial, and intellectual property, in a responsible and lawful manner. Unauthorized use, theft, or misappropriation of company resources is strictly prohibited.
- ✚ **Environmental Responsibility:** SALWACO is committed to environmental sustainability and the responsible use of natural resources. Individuals should strive to minimize waste, adopt eco-friendly practices, and comply with relevant environmental regulations.

5.1.3 Reporting and Compliance

- ✚ **Reporting Concerns:** Any individual who becomes aware of a violation or potential violation of this policy is encouraged to report it promptly through established reporting channels, such as designated supervisors, the human resources department, or an anonymous reporting mechanism.

5.2. Policy on Conflicts of Interest

Employees are required to disclose any personal, financial, or professional interests that may conflict or potentially create a bias in their duties or decision-making.

This Conflicts of Interest Policy outlines guidelines and procedures to identify, disclose, and manage conflicts of interest that may arise among employees, officers, directors,

volunteers, and any other individuals affiliated with the company ("SALWACO"). The purpose of this Policy is to ensure that all decisions and actions taken by individuals associated with the company are free from bias and in the best interest of the company and its stakeholders.

5.2.1 Scope

This Policy applies to all individuals associated with the company, including employees, officers, directors, volunteers, contractors, consultants, and anyone acting on behalf of the company.

A conflict of interest arises when an individual's personal, financial, or other interests conflict or appear to conflict with the interests of the Organization. This conflict may compromise the individual's judgment, objectivity, or ability to act in the best interest of the Organization.




5.2.2 Disclosure of Conflicts of Interest

When an individual becomes aware of a potential or actual conflict of interest, they must promptly disclose the details to the designated representative, such as the Human Resources Department or Managing Director.

- ii. The disclosure should include sufficient information to allow the company to assess the nature and significance of the conflict.
- iii. Such disclosures could be done orally or in writing.

5.2.3 Review and Management of Conflicts of Interest

Upon receiving a disclosure of a conflict of interest, the designated representative will review the matter and assess its impact on the company. The company may take the following actions:

-  **Evaluation:** The designated representative will evaluate the nature and significance of the conflict, considering factors such as the individual's role, the potential impact on decision-making, and the company's best interests.
-  **Mitigation measures:** Depending on the circumstances, the company may implement measures to manage or eliminate the conflict of interest, including but not limited to recusal from decision-making, restructuring responsibilities, or divestment of financial interests.
-  **Documentation:** All conflicts of interest and the actions taken to address them will be documented for future reference and compliance purposes.

5.2.4 Compliance and Consequences

Failure to comply with this Policy may result in disciplinary action, up to and including termination of employment or other appropriate consequences, as determined by the company. The company may also take legal action to protect its interests, if necessary.

5.2.5 Confidentiality

Strict confidentiality is required of everyone participating in the identification, disclosure, review, and management of conflicts of interest.

5.3. Protection of Company Assets Policy

Employees have a responsibility to protect and properly use SALWACO's assets, including physical assets, intellectual property, confidential information, and technology resources. This policy defines the expectations and guidelines for safeguarding company assets and preventing unauthorized use, disclosure, or misuse.

All employees are required to ensure that the Company's assets and information are protected against improper use, disclosure, theft, compromise or destruction. Employees must:

- ✚ Not work around or disable passwords, virus detection or other security protections;
- ✚ Not disclose or share passwords or other security features;
- ✚ Not attempt unauthorized access to any Company computer system, device, site or asset;
- ✚ Not attempt to access any Company computer system, device, network, site or other asset from any unauthorized device, location or software;
- ✚ Immediately inform the Company of any attempted or actual information security breach or lapse in information security;
- ✚ Participate in periodic security awareness training;
- ✚ Not copy, move, store or back up the Company's proprietary or confidential information to:
 - a personally-owned computer or storage device;
 - a personal mobile device that SALWACO has not approved as a "trusted device"; or - an external cloud service that has not been approved by the company.
- ✚ Not use any non-Company system (e.g., cloud-based file-sharing sites) for the transmission or receipt of business-related information or assets unless the system has been approved by SALWACO.

- ✚ Ensure that all activity involving Open-Source Software complies with the Company's Open-Source Software Policy. This includes using Open-Source Software, contributing to Open-Source projects, releasing software as Open Source and distributing applications that contain Open-Source Software.

5.3.1 Terminated Authorization

(a) Employees whose employment with the Company has terminated (regardless by which method) will no longer be allowed to use company property and shall be disconnected from Company computer systems and networking must return all Company' property and equipment to their manager.

(b) Employees whose services are no longer needed will be required to submit all company property in their possessions before the acceptance of their resignations/payments of end of service benefits.

(c) Legal Actions: May be instituted against an employee who fails to submit company property in their possession after the tendering in of their resignation letters or after been terminated or dismissed.

5.3.2 Computer Usage and Security

Employees must use the Company's computer resources responsibly and in an appropriate manner. Misuse of the Company's computer systems will result in disciplinary action, which may be termination.

5.3.3 Appropriate Use of Company Systems

The Company's computer systems should not be used for unlawful activities, including copying, downloading, distributing, streaming, storing, displaying or using software or other copyrighted materials in violation of copyright laws or license agreements. Employees who are uncertain as to the appropriate use of Company systems should seek clarification from their manager.

(a) Software or other copyrighted material licensed from a third party may be used only in accordance with the license agreement. Employees unsure about appropriate use should contact the Legal Department.

(b) The Company's computer systems are provided for business purposes, and employees should use their Company email address when conducting Company business. The Company understands that employees will use these systems from time to time for personal activities. Employees should have no expectation of privacy when

doing so. Such personal use should be reasonable and must not interfere with work performance or create cost or liability to the Company.

(c) Employees may not use these systems in (a) and (b) above to solicit for commercial ventures, or otherwise for their individual/personal benefit.

5.3.4 Company Ownership and Access

(a) Email messages and other electronically stored documents and data pertaining to or embodying the Company's business, wherever stored, is Company property. Such messages, documents and data should be preserved in accordance with Company retention policies and made available to the Company upon request.

(b) Management, in its sole discretion and without further notice, may access, monitor, review, remove, disclose and/or control any aspect of access to or use of Company computer systems (e.g., equipment, software, systems, networks, data, documentation, or files, including individual employee computer files, email messages, instant messages or internet usage).

(c) The use of computer passwords to access the Company's equipment or systems does not constitute any promise of confidentiality to any employee regarding any communications or material created, accessed or stored through the use of such passwords.

(d) Computer programs, applications and data purchased or licensed by or developed for the Company are the property of the Company or its licensors and must not be sold, licensed, released or loaned outside the Company without the prior express permission and a written agreement approved by Managing Director.

(e) All purchases, leases or licenses by the Company of computer hardware or software or acquisitions of cloud or hosting services must be made pursuant to written agreements approved by Managing Director.

5.4. Privacy and Data Protection Policy

SALWACO recognizes the importance of privacy and data protection for its employees, customers, and stakeholders. This policy explains the company's commitment to complying with relevant data protection laws and outlines procedures for handling personal information, data breaches, and employee privacy rights.

5.4.1 Employee Data and Personnel Files

The Company collects various types of personal information and input from employees and maintains confidential personnel files related to their employment. The Company takes appropriate steps to secure that information and prevent unauthorized disclosure.

“Personal information” can include an employee’s name, contact details, date and place of birth, Social Security Number, dependent information, medical information, and other personal information related to accommodations or time off requests.

5.4.2 Use and Disclosure of Personal Information

(a)The Company uses personal information for various reasons, including:

- ✚ administering compensation, benefits and leaves of absence
- ✚ learning and development, performance evaluation and career advancement

(b)The Company limits access to employee personal information to only those authorized staff members with a business need to know. The Company only shares personal information outside the Company in limited circumstances, such as:

- ✚ disclosure to third parties, such as payroll servicers, who provide employment-related services, subject to restrictions that they may not use it for purposes other than the services they provide.
- ✚ disclosure in response to an employee request, such as to verify employment
- ✚ where legally required, such as in response to a subpoena, or in accordance with a collective bargaining agreement or request from a government agency
- ✚ to protect the Company’s rights and interests.

5.4.3 Employee Responsibilities

Employees with access to personal information share in the responsibility to protect that information.

Employees are responsible for keeping their personal information up-to-date, including home address, phone numbers, emergency contacts, marital status and dependents. To view or update personal information, visit HR Department.

5.4.4 Employee Personnel Files

(i) Employees' personnel files are maintained by the HR Department. Employees may review or receive a copy of their personnel file by making a request (with reasonable notice and reasonable frequency) to HR via email.

(ii) Files related to medical leaves of absence, or otherwise containing private medical information, are stored separately from personnel files and are treated with appropriate confidentiality and sensitivity.

5.5. Social Media Usage Policy

This policy provides guidelines for employees on the appropriate use of social media platforms in relation to their employment with SALWACO. It covers topics such as responsible posting, protecting confidential information, avoiding defamation or negative impact on the company's reputation, and maintaining a clear distinction between personal and professional online presence.


5.5.1 Social Media Usage Policy

The purpose of this Social Media Usage Policy is to establish guidelines and best practices for the use of social media platforms by employees, contractors, consultants, and other individuals acting on behalf of the company (referred to as "users"). This policy aims to ensure responsible and professional use of social media while protecting the reputation and interests of SALWACO.

5.5.2 Scope

This policy applies to all users who engage in social media activities on behalf of the company or use social media platforms in a manner that may impact the company's reputation.

5.5.3 Guidelines for Responsible Social Media Use

-  **Professional Conduct:** Users shall conduct themselves professionally when using social media platforms, adhering to the company's code of conduct, policies, and applicable laws and regulations.

- ✚ **Accurate Representation:** Users shall clearly indicate that their views expressed on social media platforms are personal opinions and do not necessarily reflect the views of the company unless explicitly authorized to speak on its behalf.
- ✚ **Protecting Confidential Information:** Users shall not disclose confidential or proprietary information about the company, its employees, partners, or customers on social media platforms.
- ✚ **Respect for Privacy:** Users shall respect the privacy and personal information of others and shall not post or share any content that violates privacy rights or is deemed invasive or inappropriate.
- ✚ **Intellectual Property Rights:** Users shall respect intellectual property rights and shall not post or share copyrighted material without proper authorization or attribution.
- ✚ **Compliance with Legal Requirements:** Users shall comply with all applicable laws, regulations, and copyrights when using social media platforms.

5.5.4 Personal Social Media Use

Personal Accounts: Users are allowed to maintain personal social media accounts separate from their professional responsibilities. However, they should ensure that their personal activities do not negatively impact the company's reputation.

Disclaimers: Users are encouraged to include a disclaimer on personal social media accounts clarifying that their views are personal and not representative of the company.

Privacy Settings: Users should review and adjust privacy settings on personal social media accounts to protect their personal information and limit access to unauthorized individuals.

5.5.5 Official Social Media Accounts

- ✚ **Authorization:** The creation and management of official social media accounts representing SALWACO require prior approval from the designated authority.
- ✚ **Account Administration:** Official social media accounts should have designated administrators responsible for content creation, monitoring, and engagement. These administrators should be trained on social media best practices and should follow this policy.
- ✚ **Content Guidelines:** Official social media accounts should adhere to the company's branding guidelines, messaging standards, and content approval processes. All content should be accurate, truthful, and align with the company's values.

- ✚ **Monitoring and Moderation:** Official social media accounts should be regularly monitored to ensure compliance with this policy. Inappropriate or offensive comments, spam, or other violations should be promptly addressed and removed as necessary.

Consequences of Policy Violations

- ✚ **Policy Violations:** Any violation of this policy may result in disciplinary actions, including verbal or written warnings, suspension, termination of employment, or legal action, depending on the severity and frequency of the violation.
- ✚ **Legal Consequences:** Users may be held legally liable for their social media activities that violate laws or regulations, defame individuals, or infringe upon intellectual property rights.

5.5.6 Policy Review and Updates

This Social Media Usage Policy shall be reviewed periodically to ensure its effectiveness and compliance with changing technologies, social media platforms, laws, and regulations. Updates to the policy may be made as necessary, and users shall be notified of any changes.

5.6. Dress Code Policy

(a) SALWACO may have specific dress code requirements based on the nature of work and the company's image, including expectations for professional attire, safety gear, and any specific guidelines for different roles or work environments.

(b) SALWACO recognizes the importance of maintaining a professional and appropriate image in the workplace. This Dress Code Policy outlines the guidelines and expectations for appropriate attire and personal grooming for all employees while on SALWACO premises or representing the company.

(c) The purpose of this policy is to promote a professional and respectful work environment, ensure consistency in appearance, and align with the company's values and public image.

5.6.1 General Expectations

- ✚ All individuals shall dress in a manner that reflects professionalism and respect for the workplace.
- ✚ Clothing should be clean, neat, and in good condition.
- ✚ Personal hygiene should be maintained to ensure a clean and presentable appearance.

5.6.2 Business Attire

- ✚ Business attire is expected for employees and individuals in client-facing roles, meetings, and formal occasions.
- ✚ Men are expected to wear formal shirts, trousers, and closed-toe dress shoes.
- ✚ Women are expected to wear professional dresses, skirts or slacks, blouses, or formal tops, and closed-toe shoes.

5.6.3 Business Casual

- ✚ Business casual attire may be allowed on non-client-facing days or when there are no formal meetings or events.
- ✚ Men can wear collared shirts, slacks or khakis, and loafers or dress shoes. Ties and jackets may be optional.
- ✚ Women can wear dresses, skirts or slacks, blouses or tops, and appropriate footwear.

5.6.4 Safety Considerations

In certain roles or work environments where safety is a concern, specific attire may be required (e.g., protective gear, uniforms, safety shoes). These requirements shall be communicated separately to the individuals affected.

5.6.5 Special Events and Occasions

Dress code expectations for special events, conferences, or off-site meetings shall be communicated in advance to attendees to ensure appropriate attire.

5.6.6 Religious and Cultural Attire

SALWACO respects religious and cultural diversity and accommodates employees' religious or cultural attire, provided it aligns with workplace safety requirements and does not compromise the professional image or safety of the individual or others.

5.6.7 Policy Review and Updates

This Dress Code Policy shall be reviewed periodically to ensure its effectiveness and alignment with changing industry standards and organizational needs. Updates to the policy may be made as necessary, and employees shall be notified of any changes.

SECTION SIX - REMUNERATION POLICY

The Remuneration Policy outlines the principles, guidelines, and procedures governing the remuneration framework within SALWACO. It aims to ensure fair, competitive, and transparent remuneration practices that align with the company's objectives, values, and legal requirements. This policy applies to all employees, including full-time, part-time, and contract workers.

6.1 Compensation Components

The remuneration framework comprises various components, which may include but are not limited to:

Basic Salary: A fixed amount of compensation paid to employees on a regular basis, determined by factors such as job role, responsibilities, skills, and experience.

✚ **Variable Pay:** Performance-based incentives, such as bonuses or commissions, tied to individual or team achievements, targets, and key performance indicators.

✚ **Benefits:** Non-monetary rewards provided to employees, including health insurance, retirement plans, leave entitlements, employee assistance programs, and other welfare benefits.

✚ **Equity and Stock Options:** For eligible employees, the company may offer equity-based compensation or stock options, subject to specific terms and conditions.

✚ **Allowances:** Additional payments provided to employees for specific purposes, such as housing, transportation, or special job-related requirements.

✚ **Recognition and Rewards:** Programs to acknowledge and reward exceptional performance, long service, or other outstanding contributions.

6.2 Salaries

Payment to the Staff is made monthly. Payment is made directly into a Bank Account.

Both for convenience of the Company and to encourage saving by the Staff, the company prefers that members of staff should open Personal Bank Accounts into which their salaries can be paid.

The Board or the Managing Director, subject to ratification by the Board, may disallow the normal entitlement to a member of staff where it can be shown that a member of staff is guilty of serious dereliction of duty or has on his/her record two consecutive unsatisfactory annual appraisal reports.

6.3 Allowances and Grants

All members of staff who satisfy the appropriate conditions are entitled to the allowances set below:

6.3.1 Professional Allowance

When a member of the Administrative /senior Staff uses his/her private resources in discharge of his/her administrative duties, he/she is entitled to receive an allowance to be determined by Senior (Top) Management.

6.3.2 Transportation Allowance

a) Vehicle Mileages Allowance

When a staff uses his/her private vehicle on authorized SALWACO business, he/she is entitled to receive a lump sum mileage allowance for all distances covered outside the work place, in accordance with the approved calculations.

Mileages must be calculated in terms of shortest possible routes, unless a longer route has been specially approved by the Head of Department. Claims will not be paid unless they are endorsed by an authorised officer or Head of Department.

b) Transport Allowance

Transport allowance as approved by the Management from time to time shall be payable to members of staff to facilitate the efficient performance of their duties.

c) Car Allowance/fuel subsidy

An allowance recommended by Management approved by the Board from time to time shall be payable to Senior Staff who own cars to facilitate the efficient performance of their duties. An employee who ceases to use his motor car for the efficient performance of his duties up to three (3) months shall no longer be entitled to car allowance.

6.3.3 Subsistence Allowance

- ✚ When a member of staff, on the recommendation of an authorised officer or Head of Department and with the approval of the Managing Director, travels within Sierra Leone on duty connected with the SALWACO, he/she is entitled

to a per diem allowance for the period during which he/she is required to be absent from his/her normal place of residence in accordance with approved regulations of the Government.

- ✚ Entitlement to subsistence allowance is restricted to those periods during which a member of staff is necessarily absent from his/her normal place of residence on duties connected with the SALWACO. If the period of absence is extended, without the approval of an authorized officer or Head of Department and the Managing Director, beyond what is required for the conduct of SALWACO business, no allowance will be paid for the period of extension.
- ✚ Travelling Expenses/Per Diem Allowances shall be paid in accordance with approved regulations.

Where a senior employee is required to travel outside Sierra Leone on Company's business, he/she shall be entitled to an allowance according to the Ministry of Finance approved scheme.

6.3.4 Acting Allowance

Where a Senior Staff performs the duties of a post in a higher grade provided, he/she has been so advised in writing, he/she shall be paid a monthly acting allowance during his acting period equivalent to the difference between his/her current gross salary and the minimum gross salary of the higher grade of the substantive holder for a maximum period of three months. Any acting position beyond three months shall not attract additional allowance.

- (a) In the event that such difference exceeds twice the monthly gross of the officer that has been requested to act, he/she shall be paid a maximum monthly acting allowance of twice his/her (the acting officer's) monthly gross only.
- (b) No Senior Staff shall normally be required to act in a vacant post for any uninterrupted period exceeding six (6) months. At the expiration of this uninterrupted period, the employee may if proved satisfactory made substantive in the post; This condition holds only for employees whose conduct and performance are satisfactory during the acting period.

6.3.5 Rent

Payments of rent allowance, where relevant, to heads of department will be reviewed by Management from time to time and will be paid based on the availability of funds.

6.3.6 Bonuses

Staff shall be entitled to a bonus at the end of the year in accordance with the Incentive Scheme approved by Management and the Board depending on the trading results of the company.

6.3.7 Remuneration Review Process

To ensure the effectiveness and relevance of the remuneration framework, the company will establish a regular review process. Key aspects of the review process include:

- ✚ **Market Benchmarking:** Conduct regular market surveys and analysis to determine competitive compensation levels within relevant industries and geographical locations.
- ✚ **Internal Equity:** Evaluate internal pay equity by considering factors such as job responsibilities, performance, skills, experience, and internal relativities.
- ✚ **Performance Evaluation:** Align remuneration decisions with individual and team performance assessments, following a fair and transparent performance evaluation system.
- ✚ **Compliance:** Ensure compliance with applicable legal requirements, such as minimum wage laws, equal pay regulations, and any other relevant legislation.
- ✚ **Communication:** Communicate remuneration decisions, policies, and changes to employees in a timely and transparent manner, ensuring employees have access to relevant information.

6.3.8 Governance and Implementation

- ✚ **Responsibility:** The HR department, in collaboration with senior management, will be responsible for the design, implementation, and administration of the Remuneration Policy.
- ✚ **Compliance:** Ensure compliance with all applicable laws, regulations, and industry standards relating to remuneration practices.
- ✚ **Confidentiality:** Maintain strict confidentiality of individual remuneration details, ensuring that access to such information is limited to authorized personnel only.
- ✚ **Monitoring and Evaluation:** Regularly monitor and evaluate the effectiveness of the remuneration framework to identify areas for improvement and ensure alignment with organizational goals.
- ✚ **Policy Review:** Review the Remuneration Policy periodically, or as required, to reflect changes in the company's strategy, market conditions, and regulatory environment.

6.3.9 Exceptions and Amendments

Any exceptions and amendments to the Remuneration Policy should be approved by designated authority (e.g., senior management or HR department) based on clearly defined criteria.

SECTION SEVEN - STAFF WELFARE POLICY

The company recognizes that it has a social responsibility for its employees. In particular, Company is aware that undue anxiety can result in reduced effectiveness. At the moment, our welfare services relate to individual and personal services in connection with sickness and bereavement.

7.1 Staff Welfare Scheme

The Staff Welfare Scheme seeks to achieve the Company's objective to promote the general welfare of its employees while improving their personal wellbeing as well as their productivity. Therefore, the following welfare schemes are available to employees of the Company:

- ✚ Death in Service Benefits
- ✚ Interest Free Loan

7.2 Death in Service Benefits

1. Death of Staff member

(a) On the unfortunate death of a serving employee,

(i) a family member or the employee's supervisor shall submit a copy of the death certificate of the employee to the human resource department for onward submission to management.

(ii) the Company shall apply the interpretations of this manual as provided in 3.18.9.

(b) Management shall support the cross-sectional representation of the HR Department, and other employees to attend the funeral ceremony/ memorial rites of the deceased.

(c) All other benefits owed to the employee shall be paid according to current rules and procedures as authorized by NASSIT.

2. Bereavement Benefits (Death of family members)

(a) in the event of a death of a family member,

(i) The employee shall submit a copy of the death certificate of the family member to the human resource department for onward submission to management.

(ii)The Company shall apply the interpretations of this manual as provided in 3.18.9.

Management shall support the cross-sectional representation of the HR Department, and other employees to attend the employee's family member's funeral ceremony/ memorial rites of the deceased.

SECTION EIGHT - SECONDMENT OUTSIDE THE COMPANY

An employee may be seconded to an institution recognized by the Company on the following conditions:

1. The employee is confirmed in the permanent employment of the Company.
2. The employee has completed a minimum of three years in service.
3. The secondment is subject to a request made to the Company by an institution or Government
4. Such secondment shall be for an initial period of one year in the first instance; and renewable for further periods of one year on the approval of the Managing Director. The secondment cannot last more than four years.
5. After a total period of four years or less, seconded staff must revert to the Company employment or their employment with the Company will be deemed to have terminated.
6. The employee must be of a Senior Grade (8 and Above) to be eligible for secondment.
7. Upon return from secondment, the seconded staff member shall only be guaranteed a job at a salary that he/she was entitled to at the time of his/her secondment, and not necessarily the position occupied during secondment.
8. Members of staff on secondment will generally be remunerated by the institution to which they have been seconded. Where the Company provides the remuneration, this will be at no more than the existing levels of remuneration in the Company.
9. The NASSIT obligations, and welfare obligations in respect of the employee will generally be suspended unless approved before secondment by the Managing Director.
10. The period of Secondment will be counted in computing length of service
11. The request for Secondment must be recommended by the Managing Director and approved by the Board.

8.1 Termination of Secondment

1. Should the seconded employee wish to terminate his secondment, the seconded employee must give two months' notice to the Company and to the institution to which the employee is seconded.
2. Where the employee chooses to remain and continue in the service of the seconded institution on or before the expiration of the secondment, he must first resign from the service of the Company.
3. In the event of resignation, termination other than summary dismissal, the end of service and gratuity benefits and any other service benefits that may be due to the employee as contained in his Terms and Conditions of Service for

employees of his category, will be calculated based on the last payable salary received from the Company prior to his release on secondment.

8.2 SALWACO's Responsibilities

Submit all requests for secondment to the Board through the Managing Director for approval.

1. Communicate the Minister's acceptance/rejection of application for secondment to the institutions.
2. Obtain the Board's approval before release of the employee for secondment
3. Communicate in writing the decision of the Board and the Terms of Reference of the new assignment to the employee.
4. Obtain the acceptance of the secondment assignment from the employee prior to his/her departure.
5. Track the performance and conduct of the employee during the period of secondment.
6. Ensure that proper handing over of duties is carried out.
7. Provide replacement (if required) for the vacancy that may arise as a result of the release of the seconded officer.

8.3 Responsibilities - Seconded Officer

1. To formally accept in writing all conditions relating to the secondment.
2. Ensure that all liabilities owed to the Company are settled before leaving.
3. Where the officer is unable to liquidate all of the liabilities at once, a proper payment plans acceptable to both the Company and the employee shall be made with the Financial Controller. The decision of the Company is final.
4. The seconded officer must prepare and submit to the Managing Director a comprehensive End of Assignment Report and submit it to the Managing Director before resuming duty with tile Company.
5. The seconded officer must forward a copy of his/her annual appraisal report to the Managing Director for each completed year on secondment.

SECTION NINE - MISCELLANEOUS PROVISIONS

1. Employees shall be entitled to salary advances to be approved by the Managing Director.
2. Employees shall be entitled to loans to be determined by the Managing Director. Where a loan is granted to meet the cost of capital goods, such goods shall be considered the property of the Company until the loan is fully recovered.

3. Management shall approve loans based on the availability of resources, length of the service of the staff, level of commitment of the staff and other administrative considerations.
4. Only public holidays declared by the Government of Sierra Leone shall be observed.
5. The Company reserves the right to make amendments to the Human Resources Policy Manual contained herein, as it may deem necessary.
6. Until a new Human Resources Manual is approved by the Board, this Human Resources Manual shall remain in force and binding on all staff.
7. In this document all words or expressions signifying the singular shall include the plural and all expressions implying the masculine shall include the feminine.

This Human Resource Manual serves as a comprehensive guide for employees and management at SALWACO. It provides a framework for consistent practices, promotes a positive work environment, and ensures compliance with legal requirements and company policies. The manual is a dynamic document that may be updated periodically to reflect changes in laws, regulations, or organizational needs.

Note: In the event there is conflict between this Manual and the Sierra Leone Water Company Act (2017) or as amended, the latter shall prevail.

Signed:

.....
 Chairman, Board of Directors
 Ing. Mohamed A Jalloh

.....
 Managing Director
 Ing. George Lamin Vandj

***The Sierra Leone Water Company
 SALWACO, Tower Hill, P M Bag 42, Freetown, Sierra Leone***

APPENDICES

APPENDIX "A" - BASIC EMPLOYMENT INFORMATION SHEET

Employee Information

Full Name: _____

Address: _____

Home Phone: () _____ Cell Phone: () _____

Email Address: _____

National Social Security Number:(NASSIT NO.) _____

National Government ID: _____

Birth Date: _____ Marital Status: _____

Academic Qualifications: _____

Spouse's Name¹: _____

Spouse's Employer: _____ Spouse's Work Phone: () _____

Nationality: _____ Academic Qualifications: _____

Job Information

Title: _____ Supervisor: _____

Work Location: _____ E-mail Address: _____

Work Phone: () _____ Cell Phone: () _____

Start Date: _____ Salary: **Le** _____

Emergency Contact Information (Person to notify or contact in case of

Full Name: _____

Address: _____

Primary Phone: () _____ Cell Phone: () _____

Relationship: _____

Dependent Information (For insurance purposes only)

Name(s) of Dependent(s)

Relationship to Employee

APPENDIX "B" - EMPLOYEE INFORMATION FORM

Personal Information:

Last Name: _____ First Name: _____

Address: _____

Telephone: _____ Cell: _____

Date of Birth: _____ NASSIT No.: _____

Person to notify in case of emergency:

Name: _____ Relationship: _____

Telephone: _____ Cell: _

Additional Comments:

Date: _____ Signature: _____ Employee #: _____ Start Date: _____

APPENDIX "C" MANAGEMENT PERFORMANCE REVIEW FORM - ADDENDUM

Employee Name: _____

Date: _____

Reviewing Supv/Mgr: _____

These responsibilities can be used when appraising management employees. Summarize performance in the space provided. Note that the description accompanying each responsibility contains only a few examples of the possible areas to be considered in evaluating performance on that area.		Does Not Meet	Meets Expectations	Exceeds Expectations	Exceptional
Planning Planning goals and allocating resources to meet them. Areas to consider are: <ul style="list-style-type: none"> • Maximizing schedule efficiency • Setting objectives • Developing strategies • Monitoring progress • Implementing company strategies • Budgeting 	Define: Review:	[]	[]	[]	[]
Staffing Selecting and training employees in support of organization objectives. Areas to consider are: <ul style="list-style-type: none"> • Selecting • Orienting • Training • Development • EEO responsibilities • Safety awareness/training 	Define: Review:	[]	[]	[]	[]
Coaching and Delegating Developing employees through direct performance feedback. Areas to consider are: <ul style="list-style-type: none"> • Conducting timely performance appraisals • Providing praise and recognition • Correcting poor performance and safety violations promptly • Setting high standards (zero defects)/positive examples • Providing clear instructions/ explanations 	Define: Review:	[]	[]	[]	[]
Consideration Showing respect for others and maintaining smooth working relationships. Areas to consider are: <ul style="list-style-type: none"> • Keeping subordinates and superiors informed • Facilitating teamwork • Soliciting input from others • Identifying and resolving conflict 	Define: Review:	[]	[]	[]	[]

APPENDIX "D" GRIEVANCE FORM

GRIEVANCE/INQUIRY RECORD				
<i>Instructions: This form is to be completed by staff receiving the inquiry or grievance and sent to SALWACO. Attach any supporting documentation/letters as relevant.</i>				
Date Grievance Received:			Name of Staff Completing Form:	
Grievance Received (check <input checked="" type="checkbox"/>): <input type="checkbox"/> National <input type="checkbox"/> District <input type="checkbox"/> Chiefdom				
Mode of Filing Inquiry or Grievance (check <input checked="" type="checkbox"/>): <input type="checkbox"/> In person <input type="checkbox"/> Telephone <input type="checkbox"/> E-mail <input type="checkbox"/> Phone Text Message <input type="checkbox"/> Website <input type="checkbox"/> Grievance/Suggestion box <input type="checkbox"/> Community meeting <input type="checkbox"/> Public consultation <input type="checkbox"/> Other _____				
Name of Person Raising Grievance: <i>(information is optional and always treated as confidential)</i>				
Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female				
Address or contact information for Person Raising Grievance: <i>(information is optional and confidential)</i>				
Location where grievance/problem occurred [write in]				
National:	District:	Chiefdom:	Others:	Others:
Brief Description of Grievance or Inquiry: <i>(Provide as much detail and facts as possible)</i>				
	Category 1	Safeguards, including compensation disputes, land allocation and delays in compensation		
	Category 2	Grievances regarding violations of policies, guidelines and procedures		
	Category 3	Grievances regarding contract violations		
	Category 4	Grievances regarding the misuse of funds/lack of transparency, or other financial management concerns		
	Category 5	Grievances regarding abuse of power/intervention by government officials		
	Category 6	Grievances regarding SALWACO staff performance		
	Category 7	Reports of force majeure		
	Category 8	Suggestions		
	Category 9	Appreciation		
Who should handle and follow up on the grievance:				
Progress in resolving the grievance (e.g., answered, being resolved, settled):				
Other Comments:				

ANNEX "D1" NOTIFICATION FORM

GRIEVANCE ACKNOWLEDGEMENT

Instructions: This form is to be completed by SALWACO and mailed or delivered to the complainant.

Date Grievance Received:

Tracking Number:

Grievance Received (check):

National District Chiefdom

Mode of Filing Inquiry or Grievance (check):

In person Telephone E-mail Phone Text Message Website

Grievance/Suggestion box Community meeting Public consultation Other

Name of Person Raising Grievance: *(information is optional and always treated as confidential)*

Gender: Male Female

Contact information for the Person Raising Grievance: *(information is optional and confidential)*

Email:

Phone:

Address:

APPENDIX "E" SAMPLE ANNUAL LEAVE REQUEST FORM

In line with company policy relating to annual leave; all employees must submit a formal request for annual leave. A separate request form must be submitted for each block of leave requested. All requests are considered based on existing leave requests received from all employees, work commitments and minimum staffing levels required. Please return completed form to your manager.

Employee Name: _____

I wish to request leave from my annual entitlement as follows:

My proposed leave dates: _____ *(inclusive)*

Total number of workings days is: _____

Signed: _____ Date of request: _____

.....

Annual Leave Request Confirmation

Employee Name: _____

Leave Dates approved: _____ *(inclusive)*

Above leave request approved:

Above leave request declined:

Reason for decline of leave request:

Signed: _____ Approval Date: _____

Note: In the event there is conflict between this Manual and the Sierra Leone Water Company Act (2017) or as amended, the latter shall prevail.

Signed:

.....
Chairman, Board of Directors
Ing. Mohamed A Jalloh

.....
Managing Director
Ing. George Lamin Vandj

