

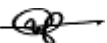
	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 1 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

THE RUSSELSMITH GROUP

EMPLOYEE HANDBOOK

APPROVED BY: KAYODE ADELEKE DATE: 09-MARCH-2020

Note The content of a handbook does not constitute, nor should it be construed as a promise of employment or as a contract between RusselSmith and any of its employees. RusselSmith at its option, may change, delete, suspend, or discontinue parts or the policy in its entirety, at any time without prior notice.













	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 2 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
		Effective Date: 09 March 2020

TABLE OF CONTENTS





Welcome	7
1.0 The RusselSmith Philosophy	8
1.1 RusselSmith Mission	10
1.1.1 Our Vision	10
1.1.2 Our Mission	10
1.1.3 Our Values	10
1.1.4 Codes of Excellence	10
1.2 Changes in Policy	10
1.3 Equal Employment Opportunity Policy	11
1.4 Definition of Terms	12
1.5 Employment-At-Will	15
1.5.1 Employee Background Check	16
1.5.2 Criminal Records	16
1.5.3 Anniversary Date	16
1.5.4 New Employee Orientation	16
1.5.5 Personnel Records and Administration	16
1.5.6 Change of Personal Data	16
1.6 Security Issues	17
1.6.1 Data Security	17
1.7 Harassment Policy	18
1.7.1 Sexual Harassment Policy	18
1.7.2 Violence in the Workplace	19
1.7.3 Complaint Procedure	20
1.8 Safety	20
1.8.1 Safety Rules	21
1.8.2 Use of Cellular Phones while Driving: Restrictive Policy	23
1.8.3 Use of Cellular Phones While Driving: Expansive Policy	24
1.8.4 Health-related Issues	24
1.8.5 Employee Requiring Medical Attention	24
1.8.6 Visitors in the Workplace	24
1.8.7 Hazardous Wastes	25
1.8.8 Reporting Injuries and Accidents	25
1.9 Drug Free Workplace	25
1.9.1 Prohibitions	26
1.9.2 Drug Awareness Program	27
1.9.3 Disciplinary Actions	28

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 3 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020





2.0 People Management	30
2.1 Personnel Records	30
2.1.1 Contents of Personnel Files	30
2.1.2 Employee Information	31
2.1.3 Employee's Request for Review of Personnel Records	31
2.1.4 Management Review of Personnel Files	31
2.2 Service	32
2.2.1 Employee Categories	32
2.2.2 Job Posting Procedures	32
2.2.3 Employment of Relatives	33
2.2.4 Promotions	33
2.2.5 Transfer of Employees	33
2.2.6 Separation of Employment	34
2.2.6.1 Employment Termination/Resignation	34
2.2.7 Workforce Reductions	34
2.2.8 Probationary Period	35
2.2.8.1 Probation Prior to Employment Confirmation	35
2.2.8.2 Probation Due to Poor Performance	35
2.2.9 Exit Interview	36
2.2.10 Return of Company Property	36
2.2.11 Extra Income	36
2.3 Process Improvement	36
2.3.1 Employee-Management Forums	37
2.3.2 Employee Suggestion Program	37
2.4 Performance Appraisal System	38
3.0 Base Compensation	39
3.1 End of Year Bonus	39
3.2 Cost of Living Bonus	39
3.3 Payroll and Paydays	40
3.4 Performance, Performance Bonuses and Salary Reviews	40
3.5 Benefit Eligibility	40
3.6 Payroll Information	41
3.6.1 Time Records	41
3.6.2 Salary Compensation for Partial Pay Period	41
3.6.3 Pay Rate Schedule	41
3.6.4 Payroll Deductions	42
3.6.5 Overtime	42
3.6.6 Payroll Errors	42
3.6.7 Authorized Cheque Pick up	43
3.6.8 Pay at Time of Separation	43

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 4 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020





3.7 Attendance & Leave	44
3.7.1 Unscheduled Absence	44
3.7.2 Holiday Policy	45
3.7.3 Annual Vacation	45
3.7.4 Annual Vacation/Time-Off Eligibility	45
3.7.4.1 Time-Off Requests Types and Application Process	46
3.7.4.2 Time-Off Rotation Management	47
3.7.4.3 Time-Off Handover Note	48
3.7.4.4 Modification of Vacation/ Rotational Time-Off	48
3.7.5 Paid Time Off	49
3.7.6 Casual/Compassionate & Bereavement Leave	50
3.7.7 Voting	50
3.7.8 Maternity Leave	51
3.7.8.1 Adoption	52
3.7.9 Paternity Leave	53
3.7.10 Study Leave	53
3.7.11 Leave of Absence	54
3.7.12 Marriage Leave	55
3.7.13 Ill Health	55
3.7.14 Hierarchy of Approval	56
3.8 Insurance	56
3.8.1 Hospitalization and Medical Insurance	56
3.8.2 Continuation of Group Health Insurance	57
3.8.3 Employee Compensation Scheme	57
3.9 Break Room	57
3.10 Employee Discounts	58
3.11 Pension and Other Benefits	58
3.11.1 Pension Reforms Act/Retirement Savings Account Scheme	58
3.11.2 Training and Professional Development	59
3.12 Educational Assistance	59
3.13 Expenses	60
3.13.1 Company Supplies, Other Expenditures	60
3.13.2 Expense Reimbursement	61
3.14 Timesheet	61
3.15 Falsification of Record	63
3.16 Salary Confidential Information	63
3.17 Non-Disparagement/Defamation Of Brand Reputation	63
4.0 Employee Responsibilities	64
4.1 Work Schedules	64
4.1.1 Working Hours	64
4.1.2 Meal and Break Periods	65
4.1.3 Salary Employees	65

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 5 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

4.1.4 Attendance and Punctuality	65
4.1.5 Clean Work-Place	65
4.2 Standards of Conduct	66
4.2.1 Ethical Standards	66
4.2.2 Conflicts of Interest	67
4.2.3 Personal Conduct	68
4.2.4 Off-Duty Conduct	69
4.2.5 Confidential Information and Nondisclosure	69
4.2.6 Bribes, Kickbacks and Illegal Payments	70
4.2.7 Gifts	70
4.2.8 Patents and Copyrights	70
4.3 Misconduct	71
4.3.1 Serious Misconduct	71
4.3.2 Very Serious Misconduct	72
4.3.3 Inexcusable Misconduct	73
4.3.4 Sanctions Matrix	75
4.3.4.1 Sanctions Matrix Table	76
4.3.5 Misconduct Investigations	84
4.3.6 Responsibility/Commitment Review	84
4.4 Transportation & Travel	85
4.4.1 Company Owned Vehicles	85
4.4.2 Personal Vehicles	86
4.4.3 Living Expense Allowance	86
4.4.4 Other Travel Expenses	86
4.4.5 Expense Records	87
4.4.6 Travel Advances	87
4.4.7 Expense Reimbursement – Third Party	87
4.4.8 Expense Policies – Violations	87
4.4.9 Company Credit Cards	88
4.4.10 Per Diem/ Out Of Station Gratis	88
4.5 Appearance & Belongings	88
4.5.1 Personal Appearance	88
4.5.2 Business Attire	89
4.5.3 Casual Attire	89
4.5.4 Inappropriate Attire	89
4.5.5 Personal Belongings	90
4.5.6 Alcohol and Drugs	90
4.5.7 Medication	90
4.5.8 Smoking Policy	90

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 6 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

4.6 Equipment & Facilities	91
4.6.1 Parking	91
4.6.2 Use of Communication Systems	91
4.6.3 Voice and Electronic Mail	92
4.6.4 Use of Internet	93
4.6.5 Motor Vehicle and Workplace Equipment Operation	93
4.6.6 Safety Equipment	94
4.6.7 Company Tools	94
4.6.8 Waste Prevention	94
4.6.9 Solicitation and/or Distribution	94
4.6.10 External Communication	95
4.6.11 Security	95
4.6.12 Bulletin Board	96

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 7 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

SECTION 1 INTRODUCTION

This document has been developed by People Management Subdivision in order to familiarize employees with RusselSmith and provide information about working conditions, key policies, procedures, and benefits affecting employment at RusselSmith. This employee handbook is intended to answer some of your questions and provide information on matters of importance to you as an employee. It explains many of our policies and procedures, as well as our normal working guidelines; however, nothing in this handbook or any other personnel document creates or is intended to create a promise or representation of continued employment for any employee or to limit the company's freedom to make changes or terminate a person's employment at will.

WELCOME

Dear Colleague:

*Welcome to your new position with **RusselSmith Nigeria Limited**. We are happy to have you as a new member of our family! You have joined a team of fellow colleagues who are working effectively together to further themselves, their families, and their company.*

While there is no single rule that can ensure success in any business, there are certain fundamental things that largely determine an individual's progress. Most important is how well you do your job.





A person who uses his/her working hours to the best advantage, who pays attention to detail, who has the ability to see a job through with a minimum of supervision, and who is ready and willing to accept greater responsibilities as opportunities occur, is more likely to succeed. Such qualities as initiative, mental alertness, ability to get along with people, a cooperative attitude, and personal appearance are important.

We urge that you do your utmost to exhibit an interest in your Company so that you will not only be a credit to its operation but will gain for yourself the true sense of well-being and satisfaction which comes from the knowledge of a job well done.

Again, welcome, and best wishes for a fulfilling career!

Sincerely,

RusselSmith

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 8 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

1.0 THE RUSSELSMITH PHILOSOPHY

The employees, their welfare and concerns are very important to the success of the company. The company wants to encourage a working environment based on mutual trust and confidence, which should provide opportunities for individual effort and reward. Every employee is considered a member of our company team.




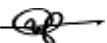
Our success as a company is built on the recognition of the skills and efforts made by each employee and our policy is to work with all members of this team in a friendly manner and treat each team member with dignity and respect.

The Management, as part of this team, should continuously work together with all employees for the benefit of our customers and suppliers in order to improve the company's competitive position, which should enable the company to accomplish three main goals:

- ✓ To provide excellent working environments for all team members at the company.
- ✓ To guarantee customer satisfaction by producing high quality goods and services.
- ✓ To provide an excellent rate of return for the investors.

This Employee Handbook is a guide to our Company practices. It is not a contract for employment, either expressed or implied, nor does it guarantee any terms or conditions of employment. RusselSmith is an "At-Will" employer and the company or employees have the right to terminate employment at any time, with or without notice and with or without cause.





RusselSmith should maintain a pleasant working environment in order to provide each employee the opportunity to excel in their work. General conditions such as safety, cleanliness and employee accommodations should be evaluated periodically for improvement with good industry practice. Management should meet monthly with team leaders to discuss suggested improvements in working conditions.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 9 of 96
		Prepared by: <u>BB</u> 
		Reviewed by: <u>CA</u> 
		Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

The company expects the employee and Management staff to abide by the policies set forth in this Employee Handbook. Overall, the company expects employees to devote their best efforts to expanding business opportunities in a work atmosphere for all to prevail.

For: RusselSmith Group

CEO

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 10 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
		Effective Date: 09 March 2020

1.1 RUSSELSMITH MISSION

1.1.1 OUR VISION

To become a **World Class Integrated Oilfields Services Company**.

1.1.2 OUR MISSION

To promote a **Culture of Excellence** through **Commitment, Innovation, Reliability, Safety** and **Cost Effectiveness**.

1.1.3 OUR VALUES





Professional Excellence, Integrity and Honesty in all business dealings with our stakeholders, clients and customers are our core values in RusselSmith Nigeria Limited.

1.1.4 CODES OF EXCELLENCE



1.2 CHANGES IN POLICY

While every effort is made to keep the contents of this document current, RusselSmith reserves the right to modify, suspend, or terminate any of the policies, procedures, and/or benefits described in the manual with or without prior notice to employees. However, any such changes must be in writing and must be signed by the Chief Executive Officer or delegated proxy of the company. The review(s) of the handbook is communicated to all employees so that employees are aware of the new policies and/or procedures. No oral

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 11 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

statements or representations can in any way change or alter the provisions of this handbook.

All previously issued handbooks and any inconsistent policy or benefit statements are superseded. Employees are encouraged to visit the PPM whenever they need additional information or wish to discuss a concern.

1.3 EQUAL EMPLOYMENT OPPORTUNITY POLICY





RusselSmith is built upon teamwork, equal opportunity and is committed to developing and implementing a program of nondiscrimination. RusselSmith subscribes to the principles of an equal opportunity employer and should recruit, interview, hire, classify, train, promote, demote, discipline, transfer, terminate, and set rates of pay or other compensation on the basis of merit and qualification without regard to race, religion, creed, color, national origin, physical disability, sex, or age.

RusselSmith also subscribes to an equal employment practice for the mentally or physically handicapped as long as the handicap does not prevent or hinder continual satisfactory work performance, or unless a stated bona fide occupational qualification exists.

Any violations of RusselSmith “Equal Employment Opportunity Policy” by an employee must be reported immediately to Management. Further, Management and supervisory personnel should be responsible for maintaining a work environment that is free of racial, sexual, or any other form of harassment.

RusselSmith should cooperate with federal, state or local government agencies that have the responsibility to ensure our compliance with various laws relating to employment. Management should furnish such reports, records and other matters as requested in order to foster the program of equal opportunity for all persons regardless of race, creed, religion, color, sex, age, national origin, disabled or veteran status, or physical or mental handicap according to the policies stated in the previous paragraphs.





Management, individually and collectively, has the overall responsibility of carrying out RusselSmith's Equal Employment Opportunity Policy in their respective work areas.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 12 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020





1.4 DEFINITION OF TERMS

For the purposes of this document certain meanings have been given to words and phrases. These words and phrases apply throughout the use of this document, unless the context specifically indicates otherwise.

TERM	DEFINITION
Absenteeism	Being absent from work without good reason or without giving reasonable notice. (Reasonable notice means before the commencement of the employee's scheduled working hours). Being absent from work on account of ill health without providing a doctor's certificate in accordance with this manual.
Abuse of Company privileges	This is the misuse of any resources in possession of staff on account of their employment or occupied office in RusselSmith. These shall include but is not limited to tools of trade, e-mail, airtime, vehicle or any other privilege that accrues to a staff in recognition of his/her duty as a staff of RusselSmith.
Chairperson	This is a staff who is appointed to lead a panel in a formal disciplinary hearing. The Chairperson helps to facilitate the process of reviewing the alleged offence(s) during a formal hearing and pronounce verdict(s) as appropriate.
Significant cost impact	For the purpose of this policy, this refers to the loss of any amount incurred on behalf of the company without due authorization.
Day	Any day excluding Saturdays, Sundays, Federal Public holidays and shut-down periods.
Dismissal	Where an employee is dismissed, no benefit shall accrue to such an employee notwithstanding the number of years they may have spent with the Company. Divisional Head, People Management and Chief Executive Officer or Designate must approve all dismissals.
Impact on company image	Any action that threatens to bring the company to disrepute.
Incompetence	Failure to maintain the prescribed and/or acceptable work and professional standards as documented in work procedures and performance agreements.
Insubordination	Failure and/or unreasonable/unrealistic refusal to carry out an authorised (lawful) instruction with respect to normal work requirements or being disobedient or rebellious.





	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 13 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

Lack of Punctuality	Failure to be at work on time (i.e. 7:30am) or to return (within 60 minutes) from lunch breaks on time or to be at meetings, discussions, as scheduled. This also includes the failure by an employee to timeously inform (via telephone/SMS) her/his direct line-manager that she/he will be late and to provide her/him with a reasonable explanation for her/his anticipated lateness and any other matter, which could reasonably be construed as tardiness.
Level of Significance	Is the threshold for severity of an offence along cost implication to business, impact on company image and repetitiveness of behaviour.
Low Productivity	The failure of an employee to meet and or maintain realistic work standards as documented in his/her performance agreement.
Misconduct	An action of omission or commission by an employee, which is deemed to have contravened the Company's policies, regulations, generally acceptable human conduct and contract of employment.
Penalty	Punishment that is meted out to an employee found guilty by the People Management, Line Manager or Disciplinary Panel.
Query	A Query is a request (from the Line Manager/Supervisor, Manager, PPM, LAC Subdivision) for explanation/clarification in response to an allegation of an action/inaction. The request is sent via e-mail and a response from the employee is expected within 24hours. A Query by itself is not a disciplinary sanction as it may eventually not attract any penalty. Where an employee is given a written Query asking for a written explanation of the employee's position in the case in question, a copy of the Query and the staff's response will be kept in his/her file.
Service Partner	This includes suppliers, vendors, banks and any other party that engage in any business transaction with the company.
Summary Dismissal	Where an employee is dismissed, no benefit shall accrue to such an employee notwithstanding the number of years they may have spent with the Company. The Chief Executive Officer or Designate and Divisional Head, People Management must approve all dismissals. Where an employee is summarily dismissed, he/she will be escorted out of the company premises.
Suspension	The Company may at its discretion place an employee on suspension pending the institution and outcome of a formal hearing which may lead to a termination/dismissal with or without notice. Such suspension shall not exceed 15 days in the first instance, after which it could be extended for another 15 days. However, if the case has not been disposed within

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 14 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

	<p>30 days, the employee shall then proceed on indefinite suspension without pay. In addition, the employee may be placed on an initial indefinite suspension, this is however subject to the Chief Executive Officer's approval.</p> <p>An employee, who is so suspended, shall surrender all Company property assigned to him/her (such possessions include, but not limited to computers, company credit cards, company vehicle etc). The staff phone line will remain with the employee, on soft suspension.</p> <p>An employee who is so suspended may not re-enter the Company premises except with the express prior approval of the Chief Executive Officer.</p> <p>Where an employee who is either on suspension; scheduled to face a disciplinary hearing or has faced a disciplinary hearing decides to resign either before or during the above-mentioned circumstances, the employee will be summarily dismissed immediately.</p>
Termination of employment	<p>An employee's employment can be terminated where his/her continuous stay is detrimental to the Company. Termination of employment must be implemented after due process and in accordance with company laid down policies & procedures.</p> <p>Where an employee's service is so terminated, all benefits accruable to such employee up to the day of termination shall be paid out to the employee. The staff phone line will be disconnected.</p>
Unsatisfactory Work Performance	<p>Failure or non-compliance with standard of work assigned/project assigned or intended objective.</p>
Warning	<p>Where an offence is not sufficiently serious to warrant dismissal or termination of staff employment, an official written warning will be issued. Any additional warning will aggravate the existence of a valid warning, triggering the next level of sanction to the highest valid sanction. E.g. an employee who has been issued a first written warning, on committing any other offence will receive a final written warning.</p>

HSE Minor Infraction	<p>A minor infraction may occur when a safety rule or regulation is not followed and no serious injury, property damage, or loss time occurs. In this case, the company representative will correct the problem onsite and a Safety Violation Notice will be issued alongside the applicable penalty/fine.</p>
-----------------------------	--

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 15 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

HSE Major Infraction	A Major Infraction is an incident that results in serious injury, property damage, or loss time. In such a case, an investigation will be conducted to determine the cause and corrective action and a Safety Violation Notice will be issued alongside the applicable penalty/fine.
PPM	People Management
LAC	Legal & Compliance
QHSE	Quality Health Safety & Environment
CEO	Chief Executive Officer
Divisional Head	The Head or Top Management Executive in charge of the Subdivision
RS	RusselSmith
POP	Process Optimization Platform

1.5 EMPLOYMENT-AT-WILL

The company may dismiss at any time an employee who was hired for an indefinite period, for any reason or no reason, without incurring any liability to the employee.





This general rule is often referred to as "employment at will".

All employment and compensation with RusselSmith is "at will". Neither RusselSmith, any of its managers nor any other employee can guarantee a specific duration of employment. RusselSmith recognizes that circumstances change with the passage of time and that some employees may seek opportunities elsewhere or choose to leave RusselSmith for other reasons.

Others may not fulfill the operational needs of RusselSmith or changed circumstances may reduce available employment opportunities, which may result in involuntary terminations. Employees may leave employment at any time with or without a reason. Likewise, RusselSmith reserves the right to terminate any employee at any time within the provisions of Federal and State laws.

1.5.1 EMPLOYEE BACKGROUND CHECK

Prior to making an offer of employment, RusselSmith may conduct background check. A comprehensive background check may consist of residential verification, personal character trait, prior employment verification, professional reference checks and education qualifications confirmation.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 16 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

1.5.2 CRIMINAL RECORDS

When appropriate, a criminal record check is performed to protect RusselSmith's interest and that of its employees and clients.

1.5.3 ANNIVERSARY DATE

The first day an employee reports to work is his or her official anniversary date. This anniversary date is used to compute the following benefits:

- ✓ Annual Vacation/ Time-Off
- ✓ End of Year Bonus
- ✓ Salary Review

1.5.4 NEW EMPLOYEE ORIENTATION

The formal welcoming process, or "employee orientation," is coordinated by a People Management representative, and includes an overview of RusselSmith.

1.5.5 PERSONNEL RECORDS AND ADMINISTRATION





The task of handling personnel records and related administration functions at RusselSmith has been assigned to the People Management Subdivision. Personnel files will be kept confidential at all times. All medical records, if any, will be kept in a separate confidential file.

1.5.6 CHANGE OF PERSONAL DATA

Any change in an employee's name, address, telephone number, marital status, dependents, or insurance beneficiaries, or a change in the number of tax withholding exemptions, needs to be reported in writing without delay to the People Management Subdivision.

1.6 SECURITY ISSUES

Internal theft is a serious problem for many businesses. Although taking small items of company property may seem inconsequential, the cumulative effect can be very large.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 17 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Stealing from the company is like stealing from yourself. Losses from theft immediately affect our ability to increase salaries and can jeopardize the profitability of the company.

The company will not tolerate property theft of any type. We consider property theft to include the unauthorized use of company services or facilities or the taking of any company property for personal use.

Violators of this policy will be subjected to disciplinary action, up to and including possible termination and prosecution.

Employees are not allowed on RusselSmith property after hours without prior authorization from their supervisor.

1.6.1 DATA SECURITY





Information is one of our company's most valuable assets. Our company relies on information and information processing to conduct its business and make important decisions. It is vital to the company's success that this information be accurate, reliable, confidential, and safe. All employees use information in their daily work. Our Data Security Policy applies to all information from written reports to computer files.

All information, including computerized information, is a corporate asset. Protection of corporate assets is a basic business principle. Accordingly, steps will be taken to protect information from accidental or intentional misuse or destruction. All equipment, software, and data are property of our company and will be treated as such.

Anyone violating software copyright laws (i.e., copying company-purchased software for personal or unauthorized business use) or introducing unapproved software or data on company equipment shall be subject to disciplinary action, up to and including termination.

1.7 HARASSMENT POLICY

RusselSmith does not tolerate workplace harassment. Workplace harassment can take many forms. Harassment is defined as conduct that substantially interferes with an employee's work performance or creates an intimidating, hostile, or offensive work environment. It may be, but is not limited to, words, signs, offensive jokes, cartoons, pictures, posters, e-mail jokes or statements, pranks, intimidation, physical assaults or contact, or violence.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 18 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

We will actively enforce our policy against harassment. The policy applies to all conduct by any supervisor, manager, co-worker, subordinate, vendor, client, or customer that affects an employee's work environment. The company considers a violation of this policy a serious offense that will lead to disciplinary action, up to and including termination.

1.7.1 SEXUAL HARASSMENT POLICY

In accordance with guidelines issued by the RusselSmith Equal Employment Opportunity policy on discrimination because of sex, sexual harassment of employees is a prohibited personnel practice and the company strongly disapproves of such conduct. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of sexual nature constitute sexual harassment when:

- ✓ Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- ✓ Submission to or rejection of such conduct by an individual is used as the basis for an adverse employment decision(s) affecting the individual.
- ✓ Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.





No supervisor, co-employee or non-employee shall threaten or suggest that an employee's refusal to submit to sexual advances should adversely affect the employee's employment, wages, advancement, assigned duties, shifts, or any other condition of employment.

Other types of prohibited conduct by supervisor, co-employees or non-employees include sexual advances, propositions, verbal abuse of a sexual nature, suggestive touching, suggestive gestures and comments, graphic verbal descriptions of an individual's body, and the display in the work-place of sexually suggestive objects or pictures.

If an employee believes that he or she is being subjected to sexual harassment, the employee should personally and immediately notify a manager.

An investigation should be undertaken, and appropriate sanctions and corrective measures should be instituted if the employee's allegations warrant such action.

Persons who commit acts of intimidation and harassment should be admonished to discontinue such conduct and should be disciplined. Appropriate discipline may include actions up to and including termination of employment.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 19 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Employees are assured that this procedure has been established for their benefit. No employee should be penalized for registering a harassment complaint. The firm is dedicated to removing all forms of sexual harassment and is committed to a prompt and impartial investigation and resolution of any complaints.

RusselSmith accepts no responsibility or liability for harassment of one employee by another. Any employee involved in the sexual harassment of another is personally responsible for any legal or financial cost resulting from a legal complaint filed against them and is personally liable for their individual actions.

Please direct any questions or comments regarding this matter to Manager, People Management and or Divisional Head, Corporate Division.





1.7.2 VIOLENCE IN THE WORKPLACE

It is our goal to endeavor to maintain a work environment free from intimidation, threats, or violent acts. To that end, RusselSmith has adopted a zero-tolerance policy regarding violence in the workplace. This includes, but is not limited to, intimidating, threatening, or hostile behaviors; physical abuse; vandalism; arson; sabotage; use of weapons; carrying weapons of any kind onto Company property; or any other act, which, in Management's opinion, is inappropriate to the workplace.

Employees who feel they have been subjected to any of the behaviors listed above are requested to immediately report the incident to their supervisor or a People Management representative. Complaints will be fully investigated. Based upon the results, disciplinary action will be taken against the offender, if appropriate.

Employees who observe or have knowledge of any violation of this policy should immediately report it to Company Management. We will take action when unforeseen events transpire and look to employees for support of this policy.

The company reserves the right to conduct searches and inspections of employees, employees' personal effects, or company-provided materials such as lunch pails, boxes, thermoses, purses, lockers, desks, personal computer files, cabinets, file drawers, packages, or vehicles without notice. Any illegal and unauthorized articles discovered may be taken into custody and may be turned over to law enforcement representatives. Any

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 20 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

company employee who refuses to submit to a search or found in possession of prohibited articles will be subject to disciplinary action, up to and including termination.

1.7.3 COMPLAINT PROCEDURE

Employees who have a job-related issue, question, or complaint should first discuss it with their immediate supervisor. If the issue cannot be resolved at this level, RusselSmith encourages employees to contact the People Management Subdivision. Employees who observe, learn of, or, in good faith, suspect a violation of the Standards of Conduct of RusselSmith should immediately report the violation.





1.8 SAFETY

RusselSmith in line with its Quality Health and Safety Policy remains committed to the safety of its employees, its facilities and equipment. Disregard of any company safety rule and regulation may result in disciplinary action including termination of employment.

The company establishes safety rules and regulations to be observed by all employees at all times. With regard to these rules, the following should be considered standard procedure for all employees:

- ✓ All questions concerning the reason for doing something in a certain manner may be asked of any member of Management at any time. Should a safety regulation be modified so that an employee's safety is something less than it should be, the employee should inform the People Management subdivision.
- ✓ Employee's decisions should always be guided by the company's commitment to safety. Should a hazardous situation or condition exist, and a decision has to be made on safety or production, safety concerns should always take precedence over production
- ✓ It is the responsibility of each manager and supervisor to see that every employee at RusselSmith is provided with safe working conditions, all safety regulations are observed, and employees use good common sense to protect themselves as well as others. Management and supervisors should periodically inspect working conditions and may suspend all work activity until an unsafe condition is corrected

Employees are expected to report any personal injury immediately, however minor to the QHSE Subdivision. The most important part of safety is the employee and it is the responsibility of each employee to abide by the safety rules as these rules are made for his/her protection.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 21 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020





1.8.1 SAFETY RULES

The safety and health of employees is a priority. RusselSmith makes every effort to comply with all federal and state workplace safety requirements. RusselSmith's workplace safety rules and regulations are stated in RusselSmith Quality, Safety, Health & Environmental Policy Manual.

Each employee is expected to obey safety rules and exercise caution and adhere to safety rules in all work activities.

Besides the following listed safety rules, each employee should make himself familiar with the work place and check if there are any additional special safety rules in the designated work area.

- ✓ First aid supply kits are provided in the work area, contact the QHSE Subdivision if in need of any First Aid supply or treatment.
- ✓ Know where the fire extinguishers are located and how to use them
- ✓ All defective materials or tools must be brought to the attention of the supervisor and not remain on the job
- ✓ The company if necessary, would provide personal protective equipment like goggles, safety glasses, masks, gloves, hairnets, etc. for jobs that require such. They should be used at all times while working at a work site.
- ✓ Practice good housekeeping. Keep work area clean and free from stumbling hazards, grease, etc.
- ✓ Employees must be sure that their actions do not endanger other employees, or damage company or personal property
- ✓ Use tools only for their intended purposes. Do not use broken or dangerously dull tools
- ✓ Do not attempt to operate special machinery or equipment without permission and instructions.
- ✓ Keep guards and protective devices in place at all times. Do not repair or adjust machinery while it is in operation and never oil moving parts except on equipment fitted with safeguards for this purpose
- ✓ In case of sickness or injury, no matter how slight, report at once to your supervisor/QHSE Subdivision. In no case should an employee treat his own or someone else's injuries or attempt to remove foreign particles from the eye.
- ✓ In case of injury resulting in possible fracture to legs, back, or neck, or any accident resulting in an unconscious condition, or a severe head injury, the employee is not to

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 22 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

be moved until medical attention has been given by QHSE Subdivision or any personnel designated by the QHSE Subdivision.

- ✓ Never distract the attention of another employee, as you might cause him or her to be injured. If necessary, to get the attention of another employee, wait until it can be done safely.
- ✓ Safety equipment such as restraints, pull backs, and two-hand devices are designed for your protection. Be sure such equipment is adjusted for you

Safety equipment: Your supervisor will see that you receive the protective clothing and equipment required for your job. Use them as instructed and take care of them. You will be charged for loss or destruction of these articles only when it occurs through negligence.





Safety shoes: The Company will designate which jobs and work areas require safety shoes. Under no circumstances will an employee be permitted to work in sandals or open-toe shoes.

It is the policy of this company to be in compliance with laws, rules, and regulations concerning safe practices, as published by governmental agencies having jurisdiction over such matters. Sound judgment and safe practices must be exercised in the work habits of all employees.

Vehicles and equipment are to be operated only by those authorized as a result of their knowledge, training, and experience. Before operating equipment for the first time, you must have the approval of your supervisor. A good safety record results from safe working conditions, combined with alertness to common sense safety practices.

If your assignment involves the use of hazardous or toxic materials, you must comply with all laws, rules, and regulations concerning their safe handling and disposal, as published by the company and governmental agencies having jurisdiction over such matters. Consult your supervisor for full details, including Material Safety Data Sheets, container labeling, and training including information regarding exposure to and handling of such materials.

Your job may have additional safety guidelines that are established for your protection and the protection of others. If so, you will be required to know and follow them carefully. All work-related injuries and illnesses regardless of their extent or nature, unsafe working conditions and the need for maintenance or repair of vehicles or equipment must be immediately reported to Management. Employees concerned about the possible safety of

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 23 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

a work act should talk to their supervisor before performing that task. No one has to perform an unsafe act.

1.8.2 USE OF CELLULAR PHONES WHILE DRIVING: RESTRICTIVE POLICY

RusselSmith is committed to promoting highway safety by encouraging the safe use of cellular telephones by its employees while they are on company business in line with its Safe Driving Policy. While RusselSmith recognizes that there often is a business need to use cellular phones, safety must be the priority.

If an employee needs to make a phone call while driving, the individual should find a proper parking space first. Stopping on the side of the road is not acceptable. The only exception is for genuine emergencies such as an accident or a car breakdown.

Employees with hands-free telephones may make brief phone calls while driving but must park when road conditions are poor, traffic is heavy, or the conversation is involved.





Proper cellular phone use is one part of safe driving. Employees also should remember that while traveling on business, they are expected to follow posted speed limits, practice defensive driving, wear seat belts, and take a sufficient number of breaks so they remain alert. RusselSmith also expects its employees to be properly licensed and reserves the right to request that employees present a current license for inspection.

1.8.3 USE OF CELLULAR PHONES WHILE DRIVING: EXPANSIVE POLICY

In order to maintain employee productivity, RusselSmith issues certain employees in key positions a cellular phone so they can stay in contact with clients and co-workers while they are out of the office on business.

RusselSmith encourages its employees to remember safety when using their cellular phones for business purposes. Employees may engage in brief conversations while driving. If a call is going to be intense or if traffic conditions are poor, employees must park their vehicles before using their phones.

All employees who are driving on business are expected to conduct themselves in a safe and legal manner, obeying posted speed limits and avoiding taking notes while driving.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 24 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Those employees who are not provided with phones by the company will not be reimbursed for use of their personal phones and are expected to make business calls from their office.

1.8.4 HEALTH-RELATED ISSUES

Employees who become aware of any health-related issue should notify the QHSE Subdivision of their health status as soon as possible.

1.8.5 EMPLOYEE REQUIRING MEDICAL ATTENTION

Accident reporting. Any injury at work no matter how small must be reported immediately to your supervisor/QHSE Subdivision and receive first aid attention. Serious conditions often arise from small injuries if they are not cared for at once.





1.8.6 VISITORS IN THE WORKPLACE

For safety, insurance, and other business considerations, only authorized visitors are allowed in the workplace. When making arrangements for visitors, employees should ensure visitors are logged in correctly through the Visitor Management System on RS-POP and should also request that visitors enter through the main reception area and sign in and sign out at the Welcome Centre.

1.8.7 HAZARDOUS WASTES

The Environmental Protection Agency has classified certain chemicals and chemical groups into categories, which have been classified as toxic. This means that in concentrated forms or by accumulating and combining with other chemicals (even with air) these chemicals can be hazardous to human health if exposure occurs.

As a company, we are committed to preventing the creation or disposal of hazardous wastes, which may contaminate the environment. We should choose materials, which have been judged as non-hazardous whenever this is possible, and properly dispose of hazardous materials if used. We also should not knowingly dump any wastes into the environment at any time.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 25 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

We should inform employees how to control hazardous wastes and what to do if they are exposed to hazardous wastes. If any employee suspects that the wastes they may encounter as an employee are hazardous, they should inform Management immediately.

1.8.8 REPORTING INJURIES AND ACCIDENTS

Employees must advise Management of all accidents, injuries or illnesses that occur while at work. All accidents, injuries or illnesses that occur while at work must be reported immediately no matter how slight they may appear.





RusselSmith would provide the proper forms for reporting job related accidents, injuries and illnesses. Failure to report these occurrences may be cause for disciplinary action.

In the event of a vehicular accident involving a company owned vehicle or while on company business, employees should report all information immediately to Management. In no instance should responsibility for an accident be expressed to anyone until the proper person in the company has been notified and permission has been obtained to make statements.

1.9 DRUG FREE WORKPLACE

In response to federal requirements for drug-free workplaces, and in keeping with the company concern for the health and safety of its work force, the company has instituted the following Alcohol and Drug Policy:

- ✓ This policy certifies RusselSmith's intent to maintain a drug-free workplace. The first section describes the prohibitions of this policy such as the manufacture, distribution, sale, possession or use of a controlled substance in the workplace
- ✓ In addition, this policy creates a Drug Awareness Program that provides information on the dangers of workplace drug use to all employees as well as information about available private and community treatment facilities
- ✓ The last section of this policy lists the disciplinary actions that employees should face for any violation of RusselSmith's Alcohol and Drug Policy
- ✓ Finally, an employee acknowledgement must be signed and dated by each employee who receives a copy of this policy
- ✓ The Drug-Free Workplace Act specifically requires the company to notify each employee that, as a condition of employment, each employee must:
 - Comply with RusselSmith's Alcohol and Drug Policy

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 26 of 96
		Prepared by: <u>BB</u> 
		Reviewed by: <u>CA</u> 
		Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

- Notify the company of any conviction for drug-related offense committed in the workplace within three (3) days of conviction
- Any employee who violates this company policy should be subject to disciplinary action including termination of employment





1.9.1 PROHIBITIONS

RusselSmith's Drug-Free Workplace prohibits employees from engaging in any of the following activities:

- ✓ Use, possession, manufacture, distribution, dispensation or sale of illegal drugs on company premises or company business, in company supplied vehicles, or during working hours
- ✓ Unauthorized use or possession, or any manufacture, distribution, dispensation or sale of a controlled substance on company premises or while on company business or while in company supplied vehicles
- ✓ Storing in a locker, desk, automobile or other repository on company premises any controlled substances whose use is unauthorized
- ✓ Being under the influence of a controlled substance on company premises or while on company business, or while in company supplied vehicles
- ✓ Any possession, use, manufacture, distribution, dispensation or sale of illegal drugs off company premises that adversely affects the individual's work performance, their own or the safety of others at work, or the company's regard or reputation in the community
- ✓ Failure to adhere to the requirements of any drug treatment or counseling program in which the employee is enrolled
- ✓ Failure to notify the company of any conviction under criminal drug statutes for a workplace offense within three (3) days of the conviction
- ✓ Refusal to sign a statement to abide by RusselSmith's Alcohol and Drug Policy
- ✓ Unauthorized Use of Prescribed Medicine. An employee undergoing prescribed medical treatment with a drug, which may alter their physical or mental ability, must report this treatment to the company's People Management Department who would in turn determine whether a temporary change in the employee's job assignment is warranted during the period of treatment

1.9.2 DRUG AWARENESS PROGRAM

To assist employees and their families to understand and avoid the perils of drug abuse, the company has developed a comprehensive Drug Awareness Program. The company

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 27 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

uses this program in an educational effort to prevent and eliminate drug abuse that may affect the workplace.

The Drug Awareness Program should inform employees about:

- ✓ Dangers of drug abuse in the workplace
- ✓ RusselSmith's Alcohol and Drug Policy
- ✓ Availability of treatment and counseling for employees who voluntarily seek such assistance
- ✓ Disciplinary actions for violations of RusselSmith's Alcohol and Drug Policy





Employees of RusselSmith are our most valuable resource and, for that reason, their health and safety is our number one concern. Any drug use, which imperils the health and wellbeing of our employees or threatens our business, should not be tolerated.

The use of illegal drugs and abuse of other controlled substances on or off duty is inconsistent with the law-abiding behavior expected of citizens. Employees who use illegal drugs or abuse other controlled substances on or off duty tend to be less productive, less reliable, and prone to greater absenteeism. This, in turn, can result in increased costs, delays and risks to the company's business.

Drug use in the workplace puts the health and safety of the abuser and all other workers around them at increased risk. Employees have the right to work in a drug free environment. In addition, drug abuse inflicts a terrible toll on the nation's productive resources and the health and well-being of Nigerian workers.

Early recognition and treatment of drug abuse is important for successful rehabilitation. Whenever feasible, the company should assist employees in overcoming drug abuse by providing information on treatment opportunities and programs. However, the decision to seek diagnosis and accept treatment for drug abuse is primarily the individual employee's responsibility.

Employees with drug abuse problems should request assistance from Management. The company should treat all such requests confidentially and should refer the employee to the appropriate treatment and counseling services. Employees who voluntarily request the company's assistance in dealing with a drug abuse problem may do so without jeopardizing their continued employment, provided they strictly adhere to the terms of their treatment and counseling program.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 28 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

At a minimum, these terms include the immediate cessation of any use of drugs, and participation, where required by a program, in periodic unannounced testing for a twenty-four (24) month period following enrollment in the program.

Voluntary requests for assistance from employees should not, however, prevent disciplinary action for violation of RusselSmith's Drug Free Workplace Policy.

RusselSmith has a "zero tolerance" level program. The company is committed to maintaining a safe workplace free from the influence of drugs. All employees are hereby notified that the company should comply with the requirements of the Drug- Free Workplace policy, as well as, when applicable, any more stringent rules created by other federal agencies.

RusselSmith's Drug Awareness Program does not create an employment contract between the employer and employee. Furthermore, the company has the sole right to modify the policy and program at any time.





1.9.3 DISCIPLINARY ACTIONS

A violation of RusselSmith's Alcohol and Drug Policy may result in disciplinary action, up to and including termination of employment, at the company's sole discretion.

In addition to any disciplinary action, the company may, in its sole discretion, refer the employee to a treatment and counseling program for drug abuse. Employees referred to such a program by the company must immediately cease any drug use, may be subject to periodic unannounced testing for a period of twenty-four (24) month, and must comply with all other conditions of the treatment and counseling program.

The company shall determine whether an employee if referred for drug treatment and counseling should be temporarily reassigned to another position for safety reasons.

The company should promptly terminate any employee who tests positive for drugs while undergoing treatment and counseling for drug abuse.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 29 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

SECTION 2 EMPLOYMENT

2.0 PEOPLE MANAGEMENT

The company has established People Management as point-of-contact, responsible for personnel administration. Questions regarding your employment and this Employee Handbook should be addressed to the People Management Subdivision.

2.1 PERSONNEL RECORDS

The company should maintain a personnel file on each employee. An employee's personnel record begins with their completed employment application form and resume. From time to time information may be added to this personnel record regarding an individual's employment status with the company. Personnel records are the property of the company and should be treated the same as any other confidential company information.





The following provisions apply with respect to RusselSmith's standards for establishing, maintaining and handling employee personnel records:

- ✓ All official records concerning an employee should be kept up to date and all employees shall promptly report all pertinent personal information and data changes to the People Management Subdivision.
- ✓ Employees should be permitted to review their personnel records at reasonable times and in accordance with state and local laws.
- ✓ The personnel file of an employee terminating employment should be maintained for a minimum of (five) 5 years.

2.1.1 CONTENTS OF PERSONNEL FILES

Employee personnel records should include the following (but may be filed separately):

- ✓ Original Employment Application
- ✓ Performance Appraisal Reports
- ✓ Disciplinary action
- ✓ Special commendations
- ✓ Education achievement

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 30 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

- ✓ Status changes affecting employee's work and salary history
- ✓ Employee's resume
- ✓ Other relevant documents as determined by Management

2.1.2 EMPLOYEE INFORMATION

Employees are asked to help keep the company informed about any major change, which may affect their employment status. Important changes to report include:

- ✓ Name
- ✓ Address
- ✓ Home telephone number
- ✓ Marital status
- ✓ Number of dependents
- ✓ Any important health information
- ✓ Emergency telephone numbers and whom to notify in case of emergency
- ✓ Change of beneficiary
- ✓ Authorized payroll deductions
- ✓ Additional education and special training courses





2.1.3 EMPLOYEE'S REQUEST FOR REVIEW OF PERSONNEL RECORDS

The following provisions apply with respect to an employee's request to review their personnel record:

- ✓ The People Management Subdivision should have the responsibility of coordinating the review of an employee's personnel record with the employee's immediate supervisor
- ✓ A member of People Management Subdivision must be present while the employee reviews their personnel file
- ✓ The employee may take notes, but may not remove, photocopy, deface or otherwise make notations on the documents in their personnel file

2.1.4 MANAGEMENT REVIEW OF PERSONNEL FILES

All information in employee personnel files is considered confidential. This information should only be available to the People Management Subdivision, Senior Management personnel, supervisors or managers who are responsible for the employee, and the employee.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 31 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

The supervisor of the Division/Subdivision to which an employee may be transferred should be allowed to review the employee's file with the approval of the Sub-divisional Head, PPM and the employee's immediate supervisor. Violation of this policy is considered a very serious offense.

2.2 SERVICE

Management shall make every effort to accommodate employees during their transition into or out of service with the company.

2.2.1 EMPLOYEE CATEGORIES





Company policies apply to all categories of employees. Employees are divided into the following categories for the purpose of compensation and benefits:

- ✓ Full-Time: Employees hired full time (40 hours a week) on a full workweek basis are considered full-time employees for compensation and benefit purposes
- ✓ Part-Time: Employees whose work schedule is less than full time (less than 40 hours a week) on a full work week basis are part-time employees for all compensation and benefit purposes
- ✓ Temporary: Employees hired as temporary replacement for full-time or part-time employees, or for short periods of employment such as summer month, peak periods and vacations are considered temporary employees. Temporary employees are not eligible for benefits regardless of the number of hours or weeks worked

2.2.2 JOB POSTING PROCEDURES

All employees may be notified of available internal positions via posting on the company bulletin board or company website/ career profile. Positions are normally posted for a period of two (2) weeks or more, this is however subject to People Management.

Interested qualified employees should forward a letter of application and current resume to the People Management Subdivision.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 32 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

2.2.3 EMPLOYMENT OF RELATIVES

RusselSmith discourages the employment of close relatives. However, under certain conditions, Management may waive this policy in favor of employing close relatives within the same payroll area. Close relatives are defined as spouse, mother, father, son, daughter, brother, sister, grandparent or in-laws.

Family members should not be allowed to directly supervise another family member. Employees that enter a personal relationship i.e. amorous affair or non-work related may be required to either desist from such relationship; employment terminated or may have to be transferred. This is however subject to Management's discretion.

2.2.4 PROMOTIONS

RusselSmith would like to provide employees with every opportunity for advancing to other positions or opportunities within the company. Promotions within the company are based on such factors as quality of work, prior job performance, experience, educational background, attendance, safety record and the ability to work well with others.





Our company policy is to promote from within when we have personnel fully qualified to perform the duties of the position. However, RusselSmith reserves the right to look outside the company for potential employees as well.

2.2.5 TRANSFER OF EMPLOYEES

Transfer of employees for the company's convenience may be made to meet company requirements. Requests for transfer by employees should be made in writing and given to People Management for consideration before interviewing with a Hiring Manager for another position.

Employees should discuss their desire to transfer with their current supervisor; however, this is not a requirement. The Hiring Manager should contact the employee's current supervisor only after receiving the employee's written consent. A Transfer may be made if Management determines it is in the best interest of the company and the employee.

The company provides a relocation program for its employees if they are requested to transfer within the company. The program is designed to offset expenses associated with

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 33 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

the move. However, it's not intended to compensate for losses due to fluctuating market conditions, home improvements and so on.

Employees that wish to transfer or apply to an open position should be given first consideration. However, the timing of any transfer should be planned so that ongoing commitments are not jeopardized. Employees interested in transfer opportunities should contact the PPM.

2.2.6 SEPARATION OF EMPLOYMENT

Employees may be separated from employment voluntarily or involuntarily by retirement, voluntary resignation, lack of work, or termination. However, if any misconduct warranting discipline is severe enough, the Management may discharge an employee immediately. All separation of either cadre or category of employee must be channeled through People Management.

In the case of termination, all company property in the employee's possession must be returned to the company upon separation from employment and before the final pay-cheque is released.





2.2.6.1 EMPLOYMENT TERMINATION/RESIGNATION

Either party will have the right to terminate the employee agreement by giving a written notice as specified in the contract of employment. An employee forfeits any right or lien to vacation or time-off once the separation process has been initiated and therefore cannot use his/her intended vacation or time-off period to serve notice period.

2.2.7 WORKFORCE REDUCTIONS

In the event that a reduction in the company's work force becomes necessary, the number of employees over and above those needed to perform the available work should be laid off. In determining those employees to be retained, consideration should be given to the quality of each employee's past performance, the need for the position held by the employee and, with all other factors being equal, the length of service of each employee.

If feasible, but not as a vested right, full time employees subject to lay off should be given at least a three (3) month notice prior to the anticipated lay off. Upon such lay off, all

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 34 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

accrued but unused vacation leave should be paid in full and any insurance benefits required to be offered should be brought to the employee's attention.

2.2.8 PROBATIONARY PERIOD

2.2.8.1 PROBATION PRIOR TO CONFIRMATION OF EMPLOYMENT

During the first six (6) months of employment, the company and the new employee are given an opportunity to evaluate whether the employment relationship should continue. If possible before the end of this six (6) month period, the employee should be notified of their future employment status by their Management. This is however subject to satisfactory performance and background investigation if and where applicable.

If, during or at the conclusion of the six (6) month probationary period, either the company or the employee believes that employment should not continue, separation from employment should follow immediately.

2.2.8.2 PROBATION DUE TO POOR PERFORMANCE





In line with the Company's objective to ensure high productivity and performance, where an employee's performance is rated as below for at least two (2) consecutive evaluation period, the corresponding corrective measures shall be recommended and may apply:

- ✓ **A-** Meets Expectations-Needs Improvement 3-6months Probationary Period
- ✓ **N** Below Expectations 3-6months Probationary Period

The employee's line manager will engage the affected employee in a one-on-one session with a People Management representative in attendance. During this session, the previous performance will be discussed; areas for improvement identified and interventions to close the identified gaps will also be discussed.

Additionally, clear objectives and deliverables will be set for the applicable probationary period. The employee's performance in the attainment of these goals will be monitored, tracked and assessed on a monthly basis.

However, where the employee's performance does not improve, the separation process will be instituted. During the probation period, the employee will not be eligible to attend any developmental training or change job roles.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 35 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

2.2.9 EXIT INTERVIEW

In instances where an employee voluntarily leaves our employ, Management would like to discuss your reasons for leaving and any other impressions that you may have about the company. If you decide to leave, you will be asked to grant us the privilege of an exit interview.

2.2.10 RETURN OF COMPANY PROPERTY

Any RusselSmith property issued to employees, such as computer equipment, keys, company ID cards, company confirmation jackets, company sponsored training IDs and accessories, Company Motor Vehicles, handsets and SIM card etc. must be returned to RusselSmith at the time of termination. Employees will be responsible for any lost or damaged items.

2.2.11 EXTRA INCOME





RusselSmith makes every effort to keep its employees as fully employed as possible and at a good rate of pay. When an employee is on the job, this means that 100% of their effort is required. If an employee chooses to work outside of their job and the outside work competes with what is expected of them as a Company employee, opportunities for promotion and advancement with RusselSmith may be limited by their decision.

If Management feels that outside employment prohibits an employee from fulfilling their obligations to RusselSmith, they should be asked to resign or to leave their outside employment.

All Management and supervisory personnel are expected to enforce this policy and, by example, refrain from conflicting outside employment.

2.3 PROCESS IMPROVEMENT

Management-employee relations are strengthened when employees are consulted in decisions affecting them. Many organizations find it useful to establish a structured forum to encourage open communication between managers and employees on issues of common concern. This may take the form of a labor-Management committee, quality of work life groups, facilitated team-building, and/or retreats or staff meetings set aside for this purpose.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 36 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

2.3.1 EMPLOYEE-MANAGEMENT FORUMS

Employee-Management forums concentrate on analyzing and developing recommendations to resolve work-related problems and enhance organizational effectiveness. They should avoid personal attacks and discussions of individual personnel actions and formal grievances.

Employees are encouraged to participate in such open discussion with Management.

- They value employee involvement in work-related issues
- There will be no negative repercussions (immediately or eventually) for introducing a concern or suggestion
- Their ideas will be seriously considered and used to improve the workplace where possible, rather than gathering dust on a shelf





Areas of productive discussion can include:

- Workplace safety issues
- How to improve the quality of services, work processes, or eliminate process redundancy
- Methods used to determine assignments, performance appraisals, work performance standards, shift and overtime assignments, priority of leave requests, promotions, and other personnel Management practices
- Training needs
- Morale problems
- Equipment and other resource needs

2.3.2 EMPLOYEE SUGGESTION PROGRAM

The Employee Suggestion Program provides employees with an opportunity to be rewarded for innovative and creative ideas that lead to immediate, near-term Company improvement. Any employee may submit a suggestion to improve the company.

An individual or group of employees can submit eligible suggestions that identify practical improvements to save some part of the company time or money, improve quality, increase customer satisfaction or identify new sources of revenue.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 37 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

Suggestions that are already within the employee's authority or responsibility to implement, consist of issues already under consideration, involve personal grievances or complaints, result in savings or concern policies or procedures that are not being followed or that are not being applied properly are not the focus of the program and will not qualify for a reward.

Suggestions should be well documented and include the employee's name, statement of the problem, proposed solution, anticipated savings in terms of time, money, or quality, an estimate of the cost to the company to realize the savings, and provide as much other detail or specifics for evaluation as may be applicable.





Employees may be rewarded for valuable suggestions. Rewards may range from cash to extra days of vacation/time-off. Incomplete suggestions will not qualify for a reward. Forward all suggestions to the People Management Subdivision. Rewards for suggestions are subject to Management's discretion.

2.4 PERFORMANCE APPRAISAL SYSTEM

The performance of an employee is reviewed first three months, and six months after employment and twice annually thereafter according to company performance appraisal schedule. A manager may give an interim review at any time without waiting for the scheduled time. Employees' individual KPI objectives are advisable to be measured on monthly basis to foster more objectivity.

The performance appraisal process is a mandatory exercise that is taken with utmost importance. An employee's failure to complete or participate in the exercise is a violation of the company's process and the QHSE Subdivision is advised to initiate an investigation of such non-conformance.

Also, where the employee fails to participate in either of the identified company's performance appraisal system that is first three (3) months, first (6) months, March cycle and September cycle, the employee shall be put on probation and if he/she fails to participate in the subsequent appraisal cycle, the separation process shall be initiated. The list of such defaulting persons is sent to the CEO for review and approval before either the probation or separation process is initiated.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 38 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

SECTION 3 COMPENSATION & BENEFITS

3.0 BASE COMPENSATION

It is RusselSmith's desire to pay all employees' wages or salaries that are competitive with other employers in the marketplace and in a way that will be motivational, fair, and equitable. Compensation may vary based on roles and responsibilities, company's revenue generation, present industry happenings, individual, and company performance, and in compliance with all applicable laws.

3.1 END OF YEAR BONUS





This is strictly a discretionary gratis that may be given to an employee by RusselSmith management. The end of year bonus is paid to employees who are in the company's employment as at the last day of the year and it is usually payable in November of the calendar year. It does not, at any time, constitute an entitlement of the employee. As a discretionary gratis, it can be reviewed, ratified and approved or cancelled entirely without prior notice to the employee but at the sole discretion of company management.

3.2 COST OF LIVING BONUS

Every employee is entitled to cost of living bonus as stated in their respective contracts. An employee shall be entitled to cost of living bonus as stated in their respective employment salary. This will be paid on anniversary basis. Each employee's cost of living bonus payment will be determined by their employment anniversary month.

The company shall however pay employees not yet confirmed their cost of living bonus on a pro-rata monthly basis; this will be paid along with the employee's monthly salary. Upon confirmation of employment, the balance accruable will be paid to the employee. An employee is eligible to be paid advance/upfront on his cost of living bonus for up to a year.

In event that an employee resigns his/her appointment or is terminated before the full amortization of the cost of living bonus paid as upfront, the outstanding amount becomes due and is refundable to the Company immediately on disengagement.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 39 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

**A review of payment of cost of living bonus is subject to Management's discretion and approval.*

3.3 PAYROLL AND PAYDAYS

All RusselSmith regular full-time salary employees (Full time, Contract or Temporary) are paid monthly on or before the last business day of each month except where otherwise advised.

3.4 PERFORMANCE, PERFORMANCE BONUSSES AND SALARY REVIEWS

RusselSmith wants to help employees to succeed in their jobs and to grow. In an effort to support this growth and success, RusselSmith has an annual review process for providing formal performance feedback. Feedback includes a Performance Evaluation, Goal Setting, and a Cross Functional contribution appraisal.

Depending on the employee anniversary date, the performance review is held during either the March or the September review cycle.





Salary/wage reviews typically occur in conjunction with the annual performance review process. The calculation and implementation of changes in base salary/wage depend on both company and personal performance and will typically occur in either April or October; whichever most closely follows the review cycle.

Performance bonuses may be given to RusselSmith employees at the discretion of Management. There are two factors that typically determine bonus availability and amounts: (a) Company Performance - Profits, (b) Personal Performance.

3.5 BENEFIT ELIGIBILITY

The term "eligible employee(s)" used in the following sections of this handbook refers to full time employee(s) unless otherwise designated. Employees should be advised of the status of their position when they are hired.

Full-time employees are entitled to the benefits stated in this handbook provided they qualify for each individual benefit. Part-time employees are entitled to those employee benefits specifically designated. Temporary employees are not eligible for benefits.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 40 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

In order to have a record of an employee's benefits, a continuous service date should be maintained for each full-time employee. The continuous service date should be the employee's first day of employment and should continue uninterrupted as long as the employee remains a full-time employee.

3.6 PAYROLL INFORMATION

Immediately upon accepting employment, the new employee should be given federal and state tax forms along with insurance forms to complete where applicable. The completed forms, the employment application form, and information regarding starting pay, starting date and other pay or benefit information should be forwarded to the People Management Subdivision.

3.6.1 TIME RECORDS

Government regulations require that the company keep an accurate record of hours worked by employees. Employees are required to keep track of their working hours on a divisional/sub-divisional time-card or time sheet which should be provided by the PPM Subdivision.

3.6.2 SALARY COMPENSATION FOR PARTIAL PAY PERIOD





Salary payments to employees who are employed for less than a full pay period because of leave without pay, resignation or employment's at dates other than the beginning or the end of the pay period are computed on the basis of actual working days in the month. For this purpose, working days are considered to be forty (40) hours Monday through Friday unless otherwise specified.

3.6.3 PAY RATE SCHEDULE

RusselSmith has established pay rate schedules based upon work classifications. The length of time in a classification is a general guideline only. Being employed by RusselSmith more than one (1) or two (2) years does not necessarily mean automatic promotion to the next highest level, for example.

Pay is determined by three primary factors:

- ✓ Your assigned work classification
- ✓ Step increases for years of service
- ✓ Individual performance

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 41 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

3.6.4 PAYROLL DEDUCTIONS

RusselSmith should deduct Pay As You Earn (P.A.Y.E) Taxes, Pension contribution, Company Loans, Family Health Coverage, Back Taxes, Amount payable for loss or destruction of company property from an employee's gross pay.

- ✓ All deductions (other than statutory deductions) must be authorized in writing by the employee
- ✓ Deductions should be itemized on the employee's paycheck stub. Questions regarding payroll deductions should be directed to the Sub-divisional Head, People Management Subdivision.

3.6.5 OVERTIME

Employees on client onshore worksite are expected to confine their work to the normal workday and workweek unless their manager authorizes overtime in advance.

If determined necessary, in case of emergency or when it is in the best interests of the company, overtime work should be authorized by People Management for time spent beyond an employee's standard workweek.





The hours worked by salaried/base employees are often irregular, begin and end beyond the normal workday. Salaried employees are exempt from the overtime provisions and do not receive overtime pay.

3.6.6 PAYROLL ERRORS

Every precaution is taken to ensure that employees are paid correctly. If an employee believes there is an error in their pay, they should notify the People Management Subdivision. The company should make every attempt to adjust the error immediately or no later than the employee's next pay period.

3.6.7 AUTHORIZED CHEQUE PICKUP

The Finance Subdivision distributes pay-cheques. If an employee is absent on payday and instructs someone to pick up his or her pay-cheque, a note signed by the employee authorizing the person must be provided before the cheque can be released.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 42 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

The person picking up the pay-cheque must show proper identification and sign for the cheque. Pay-cheques will not be given to anyone but the employee unless Management is provided with a written authorization from the employee.

This policy protects the employee and the company.

If a paycheck is lost or stolen, notify Management immediately. The company may ask the employee to wait a reasonable amount of time to see if the check clears the bank. If it does not, the company will issue a new check to the employee only, unless a written authorization instructs otherwise.

For the convenience of the employee, and the company, paychecks can also be directly deposited in the employee's bank account if the employee chooses to do so. A direct deposit request form may be obtained in the Finance Subdivision.





3.6.8 PAY AT TIME OF SEPARATION

Employees separated from employment should be paid for time worked (less deductions) within three (3) months of disengagement.

RusselSmith should determine if the terminating employee has any outstanding debt owed to the company and whether the individual has in their possession any company property (e.g. uniforms, tools, etc.).

After a full accounting of the employee's and the company's accounts (as determined by the company) is completed, a final pay-cheque should be issued to the employee.

The company should issue a cheque, which is designated as the final payment for all services rendered. The final cheque should not reflect any time not actually worked except for an employee separated from employment with RusselSmith for any reason before they have taken part, or all their earned vacation pay at the time of separation from employment. Employee signs the final settlement & release document (Ref. RS-CPD-PPM-PMP-P-10108-2 Final Settlement & Release Form) upon receipt of final cheque payment.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 43 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Upon resignation or termination, the employee should consult the People Management Subdivision to address any financial issues. Any employee terminating their employment is expected to return any company property in their possession.

3.7 ATTENDANCE & LEAVE

In the daily process at RusselSmith the work passes from operation to operation, each step contributing value added activities. This means that each job depends on the successful and timely completion of all other jobs. Because of this fact, absenteeism is disruptive to all operations.

If one person is absent, this may cause others to work overtime in order to accomplish work that is not completed by the absent person. Worse, a one-person absence could cause other jobs to "catch up" or run out of work. In this case, absenteeism does have an overall negative impact on RusselSmith's productivity, resulting in a loss of earnings or even the loss of customers.

Excessive absenteeism in excess of thirty days per calendar year causes problems in providing an adequate, qualified work force to meet the company's workload. It may become necessary to reassign, demote, or terminate and replace an employee so that dependable help is available.





Therefore, your attendance is of vital importance, not only in relation to your coworkers but also with respect to the overall company. Providing high quality goods and services for total customer satisfaction does depend on your commitment and attendance.

3.7.1 UNSCHEDULED ABSENCE/ABANDONMENT OF DUTY

Absence from work for ten (10) consecutive days without notifying Management or the People Management Subdivision will be considered an abandonment of duty without cause, for which an employee may be dismissed. The employee would however be advised to come in and hand over all company tasks and properties properly or else consider himself/herself dismissed.

3.7.2 HOLIDAY POLICY

All RusselSmith employees of regular status are eligible for holiday pay. RusselSmith observes all Federal Government gazetted holidays only as paid holidays. However, the company will work out modality to ensure that its operations are not jeopardized during

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 44 of 96
		Prepared by: <u>BB</u> 
		Reviewed by: <u>CA</u> 
		Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

the holidays. Consequently, it may be necessary to engage certain or all the employees during the holidays as a result of operational exigencies.

3.7.3 ANNUAL VACATION

On completion of twelve months of continuous service, an employee shall be entitled to annual leave with pay. The company shall however, in agreement with the employee, advance or defer the date on which the leave shall be taken in response to operational demands.

The following are the leave duration according to continuous years of service:

- ✓ Less than 1year 0 working days
- ✓ 1 to 5years 21 working days
- ✓ Above 5years 28 working days





Leave allowance of 10% of annual basic salary shall be paid to office-based full-time employees while offshore/onshore bonuses shall be paid to full-time technicians/engineers on offshore/onshore projects.

3.7.4 VACATION/TIME-OFF ELIGIBILITY

RusselSmith recognizes that employees need a scheduled time away from normal work duties for their personal well-being. RusselSmith grants annual vacation with pay to office-based full-time employees and full-time technicians/engineers on offshore/onshore projects.

Employees are only entitled to their accumulated vacation time or time-off based on the below requirements:

- ✓ For every thirteen (13) calendar days, an office-based employee accumulates one (1) working day of leave.
- ✓ For seven (7) calendar days spent on onshore project, a technician/engineer accumulates one (1) working day of time off.
- ✓ For three (3) calendar days spent on offshore/onshore project, a technician/engineer accumulates one (1) calendar day of time-off.
- ✓ For four (4) calendar days spent on company sponsored strenuous training i.e. IRATA, a technician/engineer accumulates one (1) working day of time-off.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 45 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Annual leave or Time-off not utilized in the calendar year cannot be accumulated nor carried over into next calendar year except otherwise approved. Vacation are advised to be scheduled on quarterly basis except otherwise approved by People Management.

For expatriate employees, time-off is strictly on rotational basis as stated in their respective contracts and such time-off is not accruable.

3.7.4.1 TIME-OFF REQUESTS TYPES AND APPLICATION PROCESS

All time-off application MUST be made on the applicable POP/ERP (e.g. RS POP/Xceed 365). Vacation/Rotational Time-off dates MUST be as per the approved divisional/sub-divisional Time-off calendar submitted to the PPM Subdivision.

Time-off requests application timelines is as below outlined:





- ✓ Vacation/Rotational Time-Off - Request application must be submitted and approved at least five (5) to ten (10) working days prior to the desired time-off period
- ✓ Paid Time-Off - Request application must be submitted and approved at least one (1) working day prior to the desired time-off period
- ✓ Unpaid Time-Off - Request application must be submitted and approved at least two (2) working days prior to the desired time-off period
- ✓ Operations Time-Off - Request application must be submitted and approved at least two (2) working days prior to the desired time-off period
- ✓ Time-Off on Emergency Basis - Request application must be submitted and approved at least within one (1) working day of resuming back at work from the desired time-off period

If an Employee proposes to reschedule his/her Vacation/Rotational Time-off, all points listed above must also be followed accordingly.

A breach or default in the submission deadline would warrant the request in question not to be approved. Strictly adherence and full compliance to this process is required.

Failure to comply with the advised process or any default will be treated as a breach of process and the QHSE Subdivision will be informed to investigate and or disciplinary action will be taken against the employee.

Line manager/supervisor and or Divisional Head are expected to approve submitted time-off request within 24hours of submission.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 46 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

3.7.4.2 TIME-OFF ROTATION MANAGEMENT

For expatriate employees, time-off is strictly on rotational basis as stated in their respective contracts and such time-off is not accruable.

Below steps are to be ensured when making an application:

- ✓ Application for time-off rotation should be as per calendar days and not otherwise
- ✓ Absence from office or travelling on a day earlier than the approved time-off/ paid time-off date would not be approved
- ✓ Returning to Nigeria on a day later than the approved end date of the time-off/paid time-off would not be approved
- ✓ Any cost incurred as a result of change in travel date and itinerary shall be charged to the employee
- ✓ Any day spent outside of the approved dates shall be charged as unpaid
- ✓ There should be strict compliance and adherence to specified time-off rotation as per contract
- ✓ Email confirmation of the final approval on commencement of rotation time-off or paid time-off must be received before such time-off is embarked upon or flight bookings is made
- ✓ All flight bookings **MUST** be signed off by the People Management Subdivision





Non- adherence to the above guidelines will attract such days being termed as unpaid time-off days or absent days.

Line manager/supervisor and or Divisional Head, are expected to approve submitted time-off request within 24hours of submission.

3.7.4.3 TIME-OFF HANDOVER NOTES

In line with ensuring business continuity, submission of handover notes is a pre-requisite for proceeding on either vacation or rotational time-off for office-based employees.

Every employee proceeding on vacation or rotation is thus expected to complete their handover notes on the applicable POP/ERP (e.g. RS POP/Xceed 365), submit to their line supervisor for review and approval. Upon approval, the employee is expected to disseminate the approved notes to the respective employees he or she is handing over his/her tasks to. Should the portal not be available, the employee is to send his/her handover notes using RS-CPD-PPM-COM-P-10108-5 Time-Off Handover Notes to his/her line supervisor for review and approval. Upon approval, this is sent to the

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 47 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

respective employees he or she is handing over his/her tasks to and a copy of the handover notes is forwarded to the PPM Subdivision for record.

The employee can ONLY embark on approved vacation/rotational time-off once an email confirmation has been received that their handover notes has been successfully disseminated to all action parties. Should the employee proceed on time-off without following proper channel, such would be termed as unpaid and may necessitate necessary disciplinary actions.

In addition, employees are also advised to do a handover note for absences of more than three (3) days at a stretch. These days may include but are not limited to paid-time off, unpaid time-off, official assignment and trainings except where it is approved for the employee to work offsite. It is advised that all handover notes should be sent early to avoid delays.

3.7.4.4 MODIFICATION OF VACATION/ROTATIONAL TIME-OFF





Any change, variation, modification or rescheduling of time-off must be channelled through the Divisional/Sub-divisional Time-off Calendar approval process. This variation must be requested and approved by the Divisional Head of the employee at least ten (10) working days before the previous scheduled dates.

Failure to comply will be a forfeiture of the time-off days as such request will be denied by the PPM Subdivision. A breach or default in the submission deadline would warrant the request in question not to be approved. The structure for the time-off variation request is to be sent via email in the advised format by PPM

Upon approval, the employee is to ensure that the Divisional/Sub-divisional Time-Off Calendar for the year is revised and approved to reflect the new dates.

Modification of approved time-off calendar is only allowable once a quarter per Division/Subdivision except in extenuating circumstances.

In certain situations, especially on emergency grounds, an employee might be granted time-off not earlier booked or pre-approved in the Divisional/Sub-divisional Time-Off Calendar for the year. These days taken can be swapped with pre-approved vacation/rotational time-off. This is however subject to Management's approval.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 48 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

All time-off application MUST be made on the applicable POP/ERP (e.g. RS POP/Xceed 365).

3.7.5 PAID TIME OFF

RusselSmith provides employees with time away from work for any health or personal reason which can include vacations, sick leave, disability, maternity / paternity leave, personal business, bereavement, study leave and statutory time off (advise that it be substitute with sick or health grounds, examination, personal reasons and statutory time off).

Full-time employees are qualified for paid time off regardless of length of service. Application for the paid time off must have been submitted and approved at least one (1) working day before the commencement of the leave or the first day of the employee's resumption back at the office.

The company will grant all employees a maximum of five (5) working days paid time off in a year. Any accrued Paid Time Off that is not used by an employee at the end of any year will not be carried forward to the next year.





3.7.6 CASUAL/COMPASSIONATE & BEREAVEMENT LEAVE

Generally, a full-time or part-time employee shall be entitled to bereavement leave upon the death of a spouse (including a *de facto* spouse), son, daughter, stepson, stepdaughter, parent, stepmother, stepfather, brother, sister, stepbrother, stepsister, grandson, granddaughter, grandparent, mother-in-law, father-in-law, son-in-law, or daughter-in-law.

The employing division/subdivision of RusselSmith should, when satisfied by evidence presented, grant an employee time off with pay as follows:

1. Not to exceed three days for each occurrence in the case of death in employee's immediate family.
2. Not to exceed one day for each occurrence for service as pallbearer at the funeral of a person not a member of the employee's immediate family.

For the purpose of this rule, immediate family is defined as and limited to the employees spouse, children, grandchildren, foster children, step children, legal wards, parents, grandparents, foster parents, step parents, brothers, foster brothers, step brothers, in-

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 49 of 96
		Prepared by: <u>BB</u> 
		Reviewed by: <u>CA</u> 
		Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

laws, nieces, nephews, cousins, corresponding relatives of the employees spouse and other persons who are members of the employees household.

When warranted by special circumstance, the company at its discretion may grant casual/compassionate leave not exceeding seven (7) calendar days in a year, annual leave exclusive.

Compassionate/Bereavement leave cannot be accumulated, and compassionate/bereavement leave not taken will not be paid out when an employee resigns.

3.7.7 VOTING

RusselSmith does not provide time off for voting with or without pay. Employees should make arrangements to vote before or following normal work hours.





3.7.8 MATERNITY LEAVE

RusselSmith grants maternity leave for time during which an employee is physically unable to work because of temporary disability caused or contributed to by pregnancy, miscarriage, abortion, childbirth, and recovery there from. Accumulated medical leave should be granted for such time only when certified by an employee's physician as indicated on a special request for maternity leave.

RusselSmith will grant and pay a maximum of three (3) months maternity leave to female employees for them to have their babies. A review of the duration is subject to the Federal Government Laws and Policies. Any additional day(s) will be considered as unpaid leave.

An employee can take maternity leave starting from at least four (4) weeks prior to the birth of the child(ren) and for at least six (6) weeks after the birth of the child(ren). An employee who does not take maternity leave at least four (4) weeks prior to the birth of the child(ren) and for at least six (6) weeks after the birth of the child(ren), may need to provide the Company with a Doctor's certificate certifying that she is fit to work, as RusselSmith will not be held responsible in the event of any emergencies/eventualities.

The company requires at least twelve (12) months of continuous service from an employee before an application can be granted. If the employee has to proceed on maternity leave

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 50 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

before the completion of one-year service with the company, such maternity leave shall be without pay.

If an employee has a miscarriage during the third trimester or if the child is stillborn, she is entitled to maternity leave for four (4) weeks after the miscarriage or stillbirth regardless of whether the employee has commenced with maternity leave or not.

Twelve (12) months must elapse after resumption from one maternity leave, before another can be granted.

Employees will not be entitled to annual leave in the year for which they qualify for maternity leave. However, any entitled annual leave allowance will be paid.

An employee whose appointment has not been confirmed can take maternity leave, but such leave will be treated as unpaid leave.





The following steps should be followed before an employee can only proceed on maternity leave:

- ✓ Applies for maternity leave through her division/subdivision head to the PPM Subdivision.
- ✓ Submits a medical certificate signed by a medical doctor stating expected delivery date.

Female employees are given appropriate time off to attend antenatal clinics or doctor's examinations as follows: once a month during the first three (3) months of the pregnancy, twice a month during the fourth to sixth (4 – 6) months and once every week during the last three (3) months of the pregnancy.

Employees who take time off in terms of this sub-clause have to provide proof of pregnancy and proof of such attendance. Applications for time off must be made at least twenty-four (24) hours prior to taking the time off.

Also, upon resumption of office from maternity leave, female employees are given an hour each day for the next three months following the resumption to enable them attend to maternal duties. This can either be taken as an hour late resumption or an hour early closing. This is referred to as maternity time-off.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 51 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Any abuse or attempted misuse of the maternity leave program must be considered as grounds for immediate discharge.

3.7.8.1 ADOPTION

Adoptive mothers of babies up to the age of six (6) months will be entitled to two (2) months' paid maternity leave. RusselSmith requires a notification of one month of the employee's intention to proceed on such leave.

The company requires at least twelve (12) months of continuous service from employees before application can be granted.

3.7.9 PATERNITY LEAVE

A period of three (3) days paid leave is granted to male employees at the occasion of the birth of their child and must be utilized immediately after the birth of the child. A review of the duration is subject to the Federal Government Laws and Policies. This leave is intended so that male employees may support their wives and have time for naming ceremony organization.





The leave must be taken either immediately preceding or within at most one (1) week after the birth of the child. The paternity leave entitlement is a prerequisite that cannot be commuted to cash or accumulated.

Paternity leave taken by an employee whose appointment has not been confirmed will be treated as unpaid leave.

3.7.10 STUDY LEAVE

Management may grant employees unpaid time away from work for the purpose of full-time study at a tertiary institution for a period of one year. Time away from work for such purposes will be granted at management's discretion. An employee is entitled to five (5) days paid time off for study of a Company's sponsored examination.

If the programme being undertaken exceeds the approved period, the employee is required to provide this information when applying. This request will be reviewed and approved on merit based on management's discretion. This additional period should not be in excess of six months.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 52 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

All permanent employees with at least two (2) years continuous service may apply for voluntary unpaid leave for a maximum period of one (1) year and renewable afterwards at management discretion.

Where study leave is taken, benefits and prerequisites thereto enjoyed by the employee shall cease during the period of unpaid leave. However, the employee shall be entitled to annual salary reviews, but this shall be applicable on resumption from leave.

The period of unpaid leave shall be recorded as time spent in the service of the company. On expiration of the leave of absence, employee is required to return to his/her old position or a similar one.

Intention to proceed on study leave should be captured as a developmental intervention at the beginning of the year to enable proper planning. In addition, an employee is required to give a notice period of two months before date of commencement. Proof of payment and acceptance/admission letter from the tertiary institution is tendered before employee embarks on study leave.





The below prerequisites or processes is to be assessed and followed:

- The course of study must be relevant to current role or to the business of organization.
- Applications for study leave are reviewed and approved on merit at Management's discretion.
- Final approval for study leave is granted after employee has been cleared by the Finance Subdivision of all un-retired expenses.
- Application must be approved before the employee can proceed on study leave and where approved, the employee shall be informed in writing.

Company property in the employee's possession is handed over to the People Management Subdivision upon commencement of study leave. The employee, spouse and children will cease to be covered by the medical scheme during the duration of the study leave.

3.7.11 LEAVE OF ABSENCE

In special circumstances, RusselSmith may grant a leave for a personal reason and or illnesses, but never for taking employment elsewhere or becoming self-employed.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 53 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

Personal leaves of absence must be requested in writing and are subject to the discretion of Management and the People Management Subdivision.

An employee may ask for a personal leave of absence without pay from the company. The company cannot guarantee to hold any position for more than a three (3) month maximum. Any request for a leave of absence must be made in writing and must be approved in advance by Management.

Due to lack of work, the company may require an employee to take an unpaid leave of absence. The length of a company-initiated leave of absence may vary.

During any approved leave of absence, the following provisions apply:

- ✓ If the personal leave is approved the employee should retain their original employment date showing no interruption in service.
- ✓ Credit for paid vacation leave cannot be accrued during an approved leave of absence.
- ✓ If an employee accepts employment with another company, all their company benefits should be terminated.
- ✓ Any personally requested leave of absence is without pay.

3.7.12 MARRIAGE LEAVE





Employees are entitled to five (5) working days of paid marriage leave. Marriage leave is however based on the below conditions:

- Approval for marriage leave is strictly for confirmed employees who show proof of marriage
- Marriage leave is continuous and cannot be accumulated or spread over a period of time
- Applicable for the registry of marriage ceremony, customary marriage and honeymoon
- Applicable for the first marriage, granted only once and only for official marriages

The granting of marriage leave for employee who do not qualify under the above categories is however subject to Management's discretion.

3.7.13 ILL HEALTH

In the instance where an employee calls in sick under the following circumstances, a medical certificate/report from the medical practitioner that the employee consulted from

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 54 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

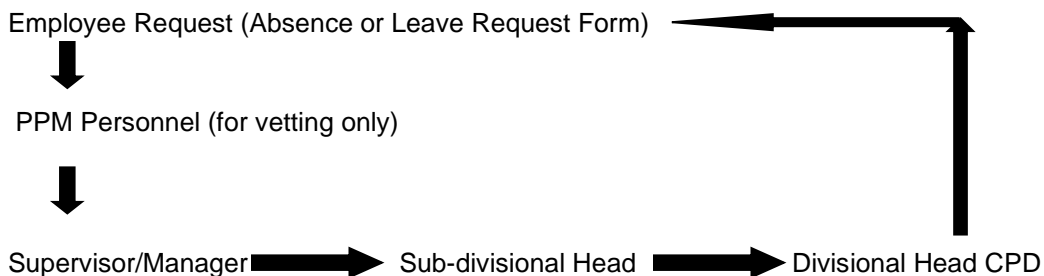
an approved healthcare provider is to be submitted on the first day of the employee's resumption to duty:

- Takes ill or calls in sick/ill on a Monday
- Takes ill or calls in sick/ill on a Friday
- Takes ill or calls in sick/ill on a day preceding a public holiday
- Takes ill or calls in sick/ill on a day after a public holiday
- Takes ill or calls in sick/ill for more than two (2) days

The PPM Subdivision is also to be notified of such ill health within twenty-four (24) hours of such occurrence. The non-adherence to the above guidelines will attract such days being termed as absent days.





3.7.14 HIERARCHY OF APPROVAL

An employee who wishes to proceed on either annual vacation/ time-off, maternity leave, paid time-off, unpaid leave, study leave, paternity leave, marriage leave, leave of absence or casual/compassionate leave must follow the below chain of approval before submitting the duly approved form to the designated People Management personnel for proper documentation:



3.8 INSURANCE

RusselSmith provides a variety of employee benefits and insurance. The following list is just a brief summary of these benefits and the company urges all employees to refer to the original policy documents in order to understand the full implications of all these policies. Employees are always welcome to ask questions and discuss certain aspects of these policies with People Management Subdivision.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 55 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

3.8.1 HOSPITALIZATION AND MEDICAL INSURANCE

RusselSmith maintains a group hospitalization and medical insurance program, which is provided by the appointed Health Maintenance Organization. Every full-time employee becomes eligible for coverage under these programs after thirty (30) days full-time employment with the company provided all proper applications are made.

RusselSmith pays the entire premium for the coverage of the employee and his/her immediate family. An employee's immediate family is defined here as a spouse, son or daughter. The employee and his/her immediate family (where applicable) is covered under the employee's salary structure. This is paid by the company to the health insurance company/provider.

As health care costs continue to rise, the company should attempt to provide the best possible health coverage to its employees at an affordable cost.

An employee's health insurance coverage is limited to number of persons as approved by Management/Health Insurance Provider. The company's health insurance package cannot be monetized except advised otherwise by Management.

3.8.2 CONTINUATION OF GROUP HEALTH INSURANCE





If an employee previously covered by RusselSmith's group health insurance plan is laid off because of temporary lack of work or illness and is rehired within three (3) months of the layoff, the employee should become eligible to participate in the group health insurance plan (on the first day of the month) after rehire.

3.8.3 EMPLOYEES COMPENSATION SCHEME

All employees are covered by Employees Compensation Act, which is purchased by RusselSmith. This insurance provides an employee with compensation for illness, accidental injury, or death suffered in the course of or as a result of their employment with RusselSmith.

Eligibility for benefits under Employees Compensation Act is statutory.

3.9 BREAK ROOM

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 56 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

RusselSmith provides a break area for the convenience of the employees that makes available microwave and sink.

Employees are encouraged to use the break areas for their scheduled break and lunch period. Consumption of food is only permitted in the break area and other designated areas.

3.10 EMPLOYEE DISCOUNTS

If available, employees can enjoy special discounts and purchasing opportunities at a variety of local vendors.

Where such discounted benefit is available, RusselSmith maintains a list of merchants who make their goods and services available to employees at potentially reduced rates. Contact the People Management team for details.

3.11 PENSION AND OTHER BENEFITS

3.11.1 PENSION REFORM ACT/ RETIREMENT SAVINGS ACCOUNT SCHEME





In compliance with the Federal Government's directive and the Pension Reform Act 2014, RusselSmith operates a pension's scheme. It ensures that every permanent employee receives his retirement benefit as at when due. As an employer, RusselSmith is required to deduct this amount from each paycheck an employee receives.

Both the employee and RusselSmith contribute a certain percentage of the staff's monthly emoluments (Base Salary, Housing Allowance & Transport Allowance) towards the retirement benefits of the employee.

The contributions are paid monthly and currently, the percentages are as stated below:

- ✓ RusselSmith 10%
- ✓ Employee 8%

These monthly deductions apply to all full-time staff. The total contributions (employee & employer) will be paid out by the employer to a pension fund custodian (PFC) and will be managed and invested by the pension fund administrator (PFA) of the employee's choice. Please refer to the Pension Reforms Act for a more comprehensive report.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 57 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

3.11.2 TRAINING AND PROFESSIONAL DEVELOPMENT

To ensure that the Company has people with the appropriate knowledge, skills and behaviors to meet both its long and short-term objectives and goals and to afford employees opportunity to achieve their potential and career aspirations, the company invests in staff's professional growth through sponsorship.

A specific schedule of basic training and orientation has been established for job and employment classifications. Coaching/Mentoring System provides guidance in professional development and RusselSmith encourages all interested employees to take advantage of the continuing education initiative and further job specific training. All courses must be approved by a supervisor and Management.





All company sponsored trainings and or professional qualifications, certifications, logbooks, identity card(s) and all other related documentations remains the sole property of the company except otherwise waived by the company's Management through the Chief Executive Officer. These certificates and related documentations are kept in the People Management's custody.

3.12 EDUCATIONAL ASSISTANCE

RusselSmith encourages all full-time employees to further develop and improve themselves through education. The company feels employee development is advantageous to both RusselSmith and the employee.

Employees requesting educational assistance must comply with the following conditions:

- ✓ Employee must submit a written request for educational assistance to the PPM listing the precise reason for this request with a detailed listing of the desired educational program, using the Training Reimbursement Form. (Ref. RS-CPD-PPM-DEV-P-10108-7 Training Reimbursement Form). This form can be obtained from the PPM Subdivision. Information includes name of school, a description of the course, tuition costs, scheduled time, and whether the employee is working towards a degree etc.
- ✓ Employee must be employed full time by RusselSmith at the time in order to qualify for a possible educational assistance.
- ✓ Employee must submit the completed Training Reimbursement Form at least two (2) weeks prior to the desired starting time of the program to the People Management Subdivision in order to qualify for financial assistance considerations.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 58 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Final approval for all educational assistance and possible reimbursement should be made by Management and is indicated on the Training Reimbursement Form, which is returned to the employee prior to the starting time of the program.

After the successful completion of the educational program, the employee must provide the People Management Subdivision with the Training Reimbursement Form, official transcripts of enrollment, grade reports, book receipts etc. in order to be reimbursed.

Any special cases or situations not listed above should be at the discretion of Management.

All company sponsored trainings and or professional qualifications, certifications, logbooks, identity card(s) and all other related documentations remains the sole property of the company except otherwise waived by the company's Management through the Chief Executive Officer. These certificates and related documentations are kept in the PPM's custody.

3.13 EXPENSES





The following is a comprehensive guide to the RusselSmith expense policy and procedures for the reporting and reimbursement of expenses. Any manager who approves expense reports should be familiar with this policy—authorizing an expense report indicates to RusselSmith that the expenses reported are legitimate, reasonable, and complies with this policy.

3.13.1 COMPANY SUPPLIES, OTHER EXPENDITURES

Only authorized persons may purchase supplies in the name of RusselSmith. No employee whose regular duties do not include purchasing may incur any expense on behalf of RusselSmith. Without a properly approved purchase order, RusselSmith is not obligated for any purchase.

3.13.2 EXPENSE REIMBURSEMENT

Under ordinary circumstances, it is the policy of RusselSmith to reimburse travel expenses on the basis of actual expenses involved. Persons traveling on RusselSmith business are entitled to transportation, hotel accommodation, meals, and limited incidentals (for

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 59 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

example, taxis and telephone calls) that meet reasonable and adequate standards for convenience, safety, and comfort as set by the Company.

3.14 TIMESHEETS

In line with the Company's objective to maximize productivity and ensure efficiency at tasks, employees are expected to complete either the daily, weekly or monthly timesheet on the timesheet ERP portal (e.g. Xceed 365) and submit for approval as per the defined chain of approval.

Divisional/Sub-divisional managers/supervisors are responsible for reviewing and overseeing the submission of their Division/Subdivision's personnel timesheets within defined timeframe.





Employees are responsible for preparing and submitting their timesheets and supporting documentations for each pay period where applicable. The timesheet is used to record regular hours worked (8hours per each weekday), paid time off and holidays.

Submission of timesheet is compulsory and must be done on daily basis, weekly basis or monthly basis (as applicable) as this forms part of payroll process. ONLY approved timesheets and time-off as at time of payroll cut-off date, which is 25th of every month, will be processed for the month's payroll. Employees are responsible for ensuring their submitted timesheets are approved adds up to the applicable total number of working hours of each month for payroll computation.

Timesheet is **ONLY** submitted for weekdays (i.e. Monday – Friday) and not weekends (i.e. Saturday & Sunday). The below are the defined submission deadline period for respective types of timesheet:

- ✓ Daily Timesheet - On or before 5:00pm of every weekday or latest 7:50am of the following day
- ✓ Weekly Timesheet - On or before 5:00pm of every Friday or latest 7:50am of the following Monday
- ✓ Monthly Timesheet - On or before 5:00pm of every 25th day of the month

The onus is therefore on the employee to ensure their timesheets are submitted on or before the allotted deadline. However, line manager/supervisor and or Divisional Head are expected to approve submitted timesheets within 24 – 48hours of submission.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 60 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

A breach or default in the submission deadline will warrant the timesheet period in question not being approved by the Manager and or Divisional Head. Also, for days where record of timesheet cannot be reconciled or the official resumption time and closing time is not covered within the timesheet, the People Management would apply the appropriate penalty.





The penalty for failure to ensure duly approved timesheet within the defined deadline will attract the non-processing of the concerned employee's payroll and or the affected days being declared and processed as unpaid. Also, for days where record of timesheet cannot be reconciled or the official resumption time and closing time is not covered within the timesheet, the People Management would apply the appropriate penalty.

The below tabulated details the rejection conditions under which the timesheet penalty is applied as well as the parties liable:

CONDITIONS FOR REJECTION	PARTIES LIABLE
Timesheet submitted late by Employee but rejected by line supervisor/manager	Employee is penalized
Timesheet submitted late by Employee and approved by immediate line supervisor/ manager and or subsequent approvals	Both Employee & Immediate Line Supervisor/Manager, Line Supervisor/Manager and or Divisional Head are penalized (depending on who is in default)
Timesheet submitted early by Employee and approved late by immediate line supervisor/manager and or subsequent approvals	Immediate Line Supervisor/Manager, Line Supervisor/Manager and or Divisional Head are penalized (depending on who is in default)

Before taking time off, employees are expected to complete and submit their timesheet to their supervisor/manager/divisional head. If an employee is absent the day that timesheets are due (i.e. illness, injury, etc.), the employee's supervisor may assist and oversee the completion and submission of the timesheet and notify People Management of any corrections upon the employee's return.

3.15 FALSIFICATION OF RECORDS

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 61 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

RusselSmith may at any time verify the authenticity of records contained in a report, timesheet, database, log etc. to show compliance with defined company requirements. Where such record appears to have been intentionally falsified or is questionable, the employee will be required to provide supporting documenting to validate the submitted record. In the event that the employee is alleged to be guilty, the disciplinary process will be initiated, and the appropriate sanctions/penalty would be applied to the employee.

3.16 SALARY CONFIDENTIAL INFORMATION

During the period of the employee's employment with RusselSmith for any reason or no reason, the employee shall not use, disclose, publish or distribute to any person or entity any Confidential Information except as authorized in advance and in writing by RusselSmith.





For purposes of this Clause, "*Confidential Information means any information regarding the employee's compensation or the details of the employee's benefits package with RusselSmith.*"

3.17 NON-DISPARAGEMENT/DEFAMATION OF BRAND REPUTATION

The employee agrees that both during the sustenance of his/her employment agreement with RusselSmith, and after his/her employment termination with RusselSmith, not to disparage or defame RusselSmith in any respect or to make any derogatory comments, whether written or oral, regarding RusselSmith or its current or former officers, directors, employees, attorneys, agents, or contracting parties, or its business or operations.

The employee undertakes not to directly or indirectly publish or otherwise communicate any disparaging or derogatory statements (whether of fact, belief or opinion) in writing or otherwise concerning RusselSmith Nigeria Ltd., its shareholders, officers or employees or any of its associated companies, branches or affiliates.

A contravention of the above paragraphs shall be grounds for RusselSmith to exercise its legal rights and action for damages against the employee.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 62 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

SECTION 4 EMPLOYEE RESPONSIBILITIES

4.1 WORK SCHEDULES

Each employee is expected to complete a normal workday, workweek, and work whatever reasonable additional hours required meeting company needs.

4.1.1 WORKING HOURS

The company's regular workweek begins at 7:30 a.m. on Monday and ends at 4:30 p.m. on Friday. Regular working hours are as follows:

- ✓ Office: 7:30 a.m. to 4:30 p.m. daily.
- ✓ Included lunch break: sixty (60) minutes.





However, for certain key positions & departments their resumption time is as stated below:

S/N	POSITIONS	RESUMPTION TIME
1	Front Desk Officer	7:00a.m. daily
2	Executive Concierge	7:00a.m. daily
3	Facilities Subdivision	7:00a.m. daily
4	Solutions Subdivision	7:00a.m. daily
5	Technicians & Engineers on Offshore Projects	6:30a.m. daily
6	Domestic/Unskilled Workers	6:00a.m. daily
7	Drivers	6:00a.m. daily

Management should inform employees of scheduled break and lunch periods.

Normally lunch or meal periods should be scheduled for one (1) hour between the fourth (4) and the sixth (6) hour of each workday.

Employees are expected back at their workstation ready to start work at the end of the scheduled lunch break period. If overtime is required, employees should be expected to work any additional time necessary.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 63 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

4.1.2 MEAL AND BREAK PERIODS

Employees are allowed a one-hour lunch break generally between the hours of 12:30pm and 2:20p.m.

4.1.3 SALARY EMPLOYEES

The People Management Subdivision should establish salaried employees work schedules.

4.1.4 ATTENDANCE AND PUNCTUALITY

RusselSmith expects employees to report to work at the beginning of assigned daily work hours, and to reasonably complete their projects by the end of assigned work hours.

Where an employee resumes an hour (1) after the scheduled resumption time, such day is counted as half day. When an employee resumes four (4) hours after the scheduled resumption, such day is counted as unpaid and the employee's salary for the payroll month is adjusted accordingly.

Where an employee does not resume for work and fails to inform both his/her line Supervisor/Manager or Divisional Head and the PPM Subdivision, such employee is penalized for the absent day.

4.1.5 CLEAN WORK-PLACE





A clean work environment everywhere in RusselSmith is essential for smooth and productive operations.

The following rules for cleaning the workplace apply:

- ✓ Everyone on the premises of RusselSmith working in offices or on client work site is responsible for keeping his/her work area in a neat and clean condition at all times.

4.2 STANDARDS OF CONDUCT

All employees are urged to become familiar with RusselSmith rules and standards of conduct and are expected to follow these rules and standards faithfully in doing their own jobs and conducting the company's business.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 64 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Standards of conduct have been developed for everyone in RusselSmith to maintain a principle of day-to-day relations with fellow employees. It is important that all employees adhere to a consistent set of guidelines. Employees are expected to conduct themselves in a professional manner at all times.

Employees are not to engage in behavior that would be detrimental to the company's business and/or reputation, or that would constitute a violation of company policies or jeopardize the safety of others. Any conduct, behavior, or attitude inconsistent with these principles may result in a need to evaluate an employee's willingness to act responsibly and demonstrate a commitment to this Company through his or her behavior.

It is the policy of RusselSmith that each employee conducts his/her business affairs with such standards of integrity that no conflict of interest exists or can be reasonably implied or construed. The following paragraphs set forth legal and moral restrictions with respect to legal and ethical business conduct.

4.2.1 ETHICAL STANDARDS





RusselSmith insists on the highest ethical standards in conducting its business. Doing the right thing and acting with integrity are the two driving forces behind RusselSmith's great success story. When faced with ethical issues, employees are expected to make the right professional decision consistent with RusselSmith's principles and standards.

All employees should comply with the ethical standards of RusselSmith as set forth in this handbook. If a situation feels awkward, then the employees should ask themselves:

- ✓ Is my action legal and ethical?
- ✓ Does my action comply with corporate policy?
- ✓ Is my action appropriate in the situation?
- ✓ Would my action be an embarrassment to the company, if known?
- ✓ Does my action agree with my personal ethics or behavior?

An employee should be able to answer "yes" to all of these questions before taking action or compromising themselves in the situation.

Unethical business conduct, actions or even the appearance of unethical behavior is unacceptable under any conditions. The reputation of the company depends on each employee applying common sense in situations where specific rules of conduct are

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 65 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

insufficient to provide clear direction. A strong sense of personal ethics, which should extend beyond compliance with applicable laws, is necessary to guide the behavior of all employees.

4.2.2 CONFLICTS OF INTEREST

Situations of actual or potential conflict of interest are to be avoided by all employees. A conflict of interest may exist when an employee's personal activities or financial affairs adversely influence an employee's judgment or performance of duties at this Company. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of this Company's business dealing.

Personal or romantic involvement with a competitor, supplier, or subordinate employee of RusselSmith, which impairs an employee's ability to exercise good judgment on behalf of RusselSmith, creates an actual or potential conflict of interest.





Supervisor-subordinate romantic or personal relationships also can lead to supervisory problems, possible claims of sexual harassment, and morale problems.

An employee involved in any of the types of relationships or situations described in this policy should immediately and fully disclose the relevant circumstances to his/her immediate supervisor, or any other appropriate supervisor, for a determination as to whether a potential or actual conflict exists. If an actual or potential conflict is determined, the employer may take whatever corrective action appears appropriate according to the circumstances. Failure to disclose facts will result in disciplinary action, including possible termination.

A conflict of interest can arise in dealings with anyone with whom the company transacts business: Customers, clients, owners, buyers, suppliers, banks, insurance companies, and people in other organizations with whom we contact and make agreements.

The following actions and conditions are specifically prohibited, but are not intended to enumerate all actions or situations, which might be avoided:

- ✓ Working for any of the groups mentioned above for personal gain.
- ✓ Employee should not have any direct interest in any company which competes with the company, which sells or supplies to, or buys from the company any products or property, or which furnishes any service to the company.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 66 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

- ✓ Borrowing from, or lending money to, individuals representing organizations with whom business dealings are conducted.
- ✓ Employee should not borrow money or accept advances or other personal payments or gifts or entertainment, from any company or firm (or any person acting directly or indirectly for any company or firm),
- ✓ Engaging in part-time activity for profit or gain in any field in which RusselSmith is engaged.
- ✓ Employee should not enter into any transaction, acquire any interest, or take any action, which, in his/her own judgment, is contrary to the interest of the company or is incompatible with loyalty and obligation inherent to his/her employment.

The foregoing prohibitions apply not only to the employee personally, but also to the employee's spouse and dependent minor children.

Any situation involving a possible conflict of interest, which arises in relation to the above outlined policies, must be brought to the attention of the employee's immediate supervisor or manager for possible action.

4.2.3 PERSONAL CONDUCT





RusselSmith expects that all its employees should conduct themselves with the pride and respect associated with their positions, their fellow employees, customers, suppliers and everyone else associated with RusselSmith in one form or another.

Employees should always use good judgment, discretion, and the highest standards of ethical conduct in carrying out the company's business.

4.2.4 OFF-DUTY CONDUCT

While the company does not seek to interfere with the off-duty and personal conduct of its employees, certain types of off-duty conduct may interfere with the company's legitimate business interests. For this reason, employees are expected to conduct their personal affairs in a manner that does not adversely affect the company's or their own integrity, reputation, or credibility. Illegal or immoral off-duty conduct on the part of an employee that adversely affects the company's legitimate business interests or the employee's ability to perform his or her job will not be tolerated.

4.2.5 CONFIDENTIAL INFORMATION AND NON-DISCLOSURE

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 67 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

By continuing employment with RusselSmith, employees agree that they will not disclose or use any of RusselSmith's confidential information, either during or after their employment. RusselSmith sincerely hopes that its relationship with its employees will be long-term and mutually rewarding. However, employment with RusselSmith assumes an obligation to maintain confidentiality, even after an employee leaves RusselSmith's employ.

Each employee is responsible for safeguarding confidential information obtained in connection with his or her employment. In the course of your work, you may have access to confidential information regarding RusselSmith, its suppliers, its customers, and/or co-workers. Such confidential information includes, but is not limited to the following: customer, supplier, and prospect lists; marketing plans; production and manufacturing data; research data; product formulas; and other trade secrets.





Employees with access to such confidential information are responsible for its security and may be required to sign special nondisclosure and/or non-compete agreements. Employees are prohibited from attempting to obtain confidential information for which they have not received access authorization. Any employee who discloses confidential information (other than as necessary in the performance of his or her job duties) will be subject to disciplinary action, up to and including termination of employment and legal action, even if he or she does not actually benefit from the disclosed information.

Conversations regarding prices, service, problems, gossip, etc. about one vendor or customer to another are prohibited. Any employee who compromises information may be subject to dismissal.

In addition, idle gossips or dissemination of confidential information within the company, such as personal information; financial information, etc. should subject the responsible employee to disciplinary action or possible termination.

4.2.6 BRIBES, KICKBACKS AND ILLEGAL PAYMENTS

Bribes, kickbacks and other illegal payments to or from any individual with whom we conduct business (in any form and for any purpose) are prohibited. Certain types of rebates to the company from suppliers (but not to or from an individual employee) are legitimate to correct commercial inequity if done within government trade regulations.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 68 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

4.2.7 GIFTS

Advance approval from Management is required before an employee may accept or solicit a gift of any kind from a client. Employees are not permitted to give unauthorized gifts to clients.

No employee may accept a gift or gratuity from any vendor, supplier or other person doing business with RusselSmith as it may give the appearance of influence regarding their business decision, transaction, or service. Please discuss expenses to be paid by such persons for business meals or trips with the company in advance.

4.2.8 PATENTS AND COPYRIGHTS

Any patent or copyright developed by an employee of RusselSmith is property of RusselSmith. Any information pertaining to such patent or copyright must remain on company premises. An employee sharing any internal information relating to RusselSmith must have prior approval of Management to do so.

If an employee attends conferences, publishes information or passes on any company related information to third parties which he or she attained, accumulated or learned on the job, any monetary compensation awarded to the employee in relation to this form of information sharing is property of RusselSmith.





An employee willing to use his/her own time to work on projects related to RusselSmith or the industry RusselSmith is part of, must have prior approval of Management. Projects not related to RusselSmith are at the employee's discretion and may not interfere in any way with the employee's work. All related activities must take place on the employee's own time and not on RusselSmith premises.

Any violation of these policies can lead to the immediate termination of employment and might have legal consequences.

4.3 MISCONDUCT

It is the policy of the company to expect all employees to abide by certain work rules of general conduct and performance at all times. Management, supervisors and all employees are expected to monitor and enforce these work rules equally.

Generally, there are four categorized types of transgressions that constitute misconduct:

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 69 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

1. Absenteeism and tardiness problems.
2. Policy and procedure violations.
3. Performance.
4. Behavior and conduct infractions.

These transgressions can occur simultaneously and then written up individually or grouped together on one report. The disciplinary action taken is a result of the severity of the offense. Misconduct transgressions are divided into three levels of severity: Serious, Very Serious and Inexcusable.

Notations should be made in the employee's file recording any offense committed. Management reserves the right to terminate or discipline any employee as considered necessary in individual circumstances.





4.3.1 SERIOUS MISCONDUCT

The first level of misconduct involves activities that undermine the company's morale or focus, thus leading to a loss of attention to detail, quality or professionalism. Company Management's first response should include verbal warnings to alert employees of the unacceptable behavior.

The disciplinary action for Serious Misconduct for the second offense should be a written notice with a copy to the employee's personnel file. A third occurrence should result in a "Final Written" notice. Further occurrences of serious misconduct may then result in the employee being suspended for one (1) to five (5) working days with or without pay, leading to termination.

Offenses include:

- ✓ Unauthorized leave from the work area during work schedule exceeding the time allowed for scheduled break or lunch period
- ✓ Unauthorized distribution of literature in the work area or posting on company property
- ✓ Distraction of other employees, or causing confusion by unnecessary shouting, catcalls, whistling or demonstration while on company property
- ✓ Engaging in horseplay, practical jokes, gambling, selling merchandise, solicitation or general loitering while on company property.
- ✓ Having non-employees on company property at any time without authorized permission

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 70 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

- ✓ Using profane language on company property, which in Management's opinion is offensive to guests and to other employees

4.3.2 VERY SERIOUS MISCONDUCT

The second level of misconduct involves activities that more than undermine the company's morale or focus but also cross the line of attention to detail, quality or professionalism. In other words, the company is now experiencing the effects of lower morale or focus, and such actions could lead to worse harm if continued.





Company Management's first response should include both verbal and written warnings alerting the employee that the unacceptable behavior is harming the company.

The disciplinary action for Very Serious Misconduct for the second offense should result in a "Final Written" notice. Further occurrences of Very Serious Misconduct may then result in the employee being suspended for one (1) to ten (10) working days with or without pay or termination.

Offenses include:

- ✓ Reporting for work under the influence or when suffering from a hangover from alcohol, any intoxicant, any narcotic, any barbiturate, any amphetamine, any hallucinogen, or any other stimulating or depressing drug
- ✓ Threatening, intimidating, coercing or interfering with any person on company premises at any time.
- ✓ Sleeping on company time
- ✓ Altering, defacing or removing governmental or company notices and bulletins that are posted on the company bulletin board
- ✓ Gaining unauthorized access to company records and files whether they are locked or otherwise.
- ✓ Handling or operating machines, tools or equipment, vehicles which do not come within the employee's authority
- ✓ Careless or negligent use or operation of company tools or equipment or vehicles
- ✓ Failure to immediately report any injury or accident to Management resulting from an on-the-job situation
- ✓ Performing substandard work both in quality and quantity after having been instructed in proper procedure and technique

4.3.3 INEXCUSABLE MISCONDUCT

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 71 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020





The final level of misconduct involves activities that undermine the company's morale or focus, cross the line of attention to detail, quality or professionalism, and are done with deliberate intent to harm RusselSmith. In other words, the company is now experiencing the effects and is being harmed in a substantive way.

Company Management's first response should include both a verbal and a "Final Written" notice alerting the employee that the unacceptable behavior has harmed the company and that complete disciplinary action results are pending the results of an investigation. Next, Management should begin an investigation into the extent of the damage to the company in order to determine the disciplinary action to be applied.

The disciplinary action for Inexcusable Misconduct may then result in the employee being dismissed or summarily dismissed.

Offenses include:

- ✓ Falsification of any reports, reports pertaining to absence from work, claims pertaining to injuries occurring on company premises, claims for any benefits provided by RusselSmith, communications or records including personnel and production records
- ✓ Giving false fire alarms, or causing false fire alarms to be given
- ✓ Restricting output, or persuading others to do so, or promoting, encouraging, agitating, engaging in or supporting suspension of work, slowdowns, or any other interruptions of production
- ✓ Sabotage or subversive activity of any kind
- ✓ Misuse or removal from the premise, without authorization, of any company property, or possession of any property removed from company premise without proper authorization
- ✓ Bringing, using or having in possession weapons on company premises at any time
- ✓ Bringing, using or having in possession, transporting, selling or promoting the use of alcohol, any intoxicant, any narcotic, any barbiturate, any amphetamine, any hallucinogen, or any other stimulating or depressing drug on company premise at any time
- ✓ Striking or manhandling another person or fighting while on company premises at any time.
- ✓ Striking a supervisor or other member of Management at any time
- ✓ Theft of any property on company premises, or a theft matter relating to employment
- ✓ Willful abuse or deliberate destruction of company property, tools or equipment or any property on company premises at any time

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 72 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

- ✓ Gross insubordination – a willful and deliberate refusal to follow reasonable orders given by a member of Management
- ✓ Violation of RusselSmith's Equal Employment Opportunity Policy or Harassment Policy
- ✓ Committing an immoral or indecent act while on company property regardless of whether the act was committed during the employee's shift
- ✓ Altering any employee time card regardless of whether it is the employee's own card or that of another employee
- ✓ Intentionally punching the time -card of another employee or having another employee punch their time card
- ✓ Conviction of any offense by a court of law which, in Management's judgment, would make that employee undesirable for association with the company and its other employees.

4.3.4 SANCTIONS MATRIX

Below are the abbreviations as applied in the Sanctions Matrix Table below:





- ✓ QRY – Query
- ✓ DVW – Documented Verbal Warning
- ✓ FSWW – First Written Warning
- ✓ FNWW – Final Written Warning
- ✓ SUSP – Suspension
- ✓ TOC – Termination of Contract
- ✓ DMS – Dismissal
- ✓ SDMS – Summary Dismissal

In the Sanctions Matrix table, the asterisk represents the maximum appropriate sanction in the event that the employee is found guilty of the offence. If the same employee is found guilty of any other offence within the validity period of an existing sanction, he/she will receive the next higher applicable sanction to the highest existing sanction.

For offences that have cost implications, the employee may be made to bear all corresponding cost(s). Offences/Breaches that have significant impact on the company attract higher sanctions than similar offences with less impact.

Significant impact for the purpose of this Handbook has been defined as:

- ✓ Cost impact of any amount incurred on behalf of the company without due authorisation

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 73 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

- ✓ Any action that threatens to bring the company to disrepute

The responsibility of both interpretation and implementation of this Sanctions Matrix shall lie with RusselSmith Management represented by the LAC Subdivision.

The Sanctions Matrix represents penalties issued after an investigation is conducted and subsequently a verdict of guilt is pronounced. The penalties affixed to each offence relates to the gravity ascribed to the misconduct.

Examples of misconducts that may eventually lead to disciplinary measures are in-exhaustively listed in the Sanctions Matrix Table as shown on the following pages.

4.3.4.1 SANCTIONS MATRIX TABLE

Offence	Sanctions Matrix							
		MISCONDUCT	SERIOUS MISCONDUCT		VERY SERIOUS MISCONDUCT		INEXCUSABLE MISCONDUCT	
	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
GENERAL OFFENCES/ MISDEMEANOURS (General misdemeanours shall include but is not limited to the following) :								
Insubordination or insolence	√		*					
Failing or refusing to carry out lawful instructions	√		*					
Failing or refusing to carry out lawful instructions with significant impact to the business	√			*	*			
Refusal to take responsibility for disciplinary action in the Team/ Dept.	√		*					
Breach of specified dress code	√	*						
Disclosing of personnel details (National or Expatriate) without obtaining Management's approval	√				*			
Rudeness to internal customers or suppliers	√		*					



ISO 9001:2015 & ISO 45001:2018

PEOPLE MANAGEMENT SYSTEM MANUAL
RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE
HANDBOOK

Revision:18

Page 74 of 96

Prepared by: BB

Reviewed by: CA

Approved by: KA

Effective Date: 09 March 2020

Rudeness to external customers or suppliers	√			*				
MINOR INFRACTION	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Raising one's voice at a customer	√	*	*plus fine					
Sarcastic mails or voice calls to a customer(s)	√		*	*				
Impatience with dealing with customer(s) on the phone or face-to-face	√		*	*				
Lying and rumour peddling	√			*	*			
Failing to give feedback to the customer	√		*					
Flirting with a customer	√			*				
Threatening a customer	√					*		
Non-compliance with approved customer service procedure/guideline	√			*				
Non-compliance with company corporate Identity guidelines	√	*						
MAJOR INFRACTION	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Leaving company premises or place of duty while on duty without authorization	√	* plus applicable fine	*					
Leaving company premises or place of duty while on duty without authorization with significant impact to the business	√			*	* plus applicable fine			
Failing to report subordinates' unauthorized absence to line manager at the earliest possible opportunity	√		*		* plus applicable fine			
Failing to report absence from work at the earliest possible opportunity	√		* plus applicable fine				*	
Absence from work for more than 3 days without due authorization from Line Manager	√		*					
Absence from work for more than 10 days without due authorization nor notification to Management or PPM	√						*	



ISO 9001:2015 & ISO 45001:2018

PEOPLE MANAGEMENT SYSTEM MANUAL

RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK

Revision:18

Page 75 of 96

Prepared by: BB

Reviewed by: CA

Approved by: KA

Effective Date: 09 March 2020

Habitual bad time keeping or lateness to work	√		*		*			
Lack of punctuality to work and late attendance to meetings and training	√		*					
Lack of punctuality to work and late attendance to meetings and training with significant impact on business	√			*				
Failure to attend and complete training after accepting an invitation	√		*					
Failing to report for overtime work when agreed to do so or contractually required	√		*					
Gambling or money lending during work hours or on company premises	√			*				
Distributing notices, SMS campaigns, posters or sale of wares of any kind etc. on company premises or soliciting of any kind without authorized permission	√		*					
Abuse of company privileges	√		*					
Abuse of Company privileges with significant impact on the business	√			*				
Unauthorized statements or comments to the press or third parties where the company name is involved, mentioned, implied or affected	√				*	*		
Unauthorized statements or comments to the press or third parties where the company name is involved, mentioned, implied or affected with significant impact on the business						*		
Contravention of company policy and procedure or process	√		*					
Contravention of company policy and procedure or process with significant impact to the business	√			*	*			
OFFENCES RELATING TO PRODUCTIVITY AND EMPLOYEE'S WORK OBLIGATIONS	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Service delivery failure	√			*				
Sleeping on the job	√		*					



ISO 9001:2015 & ISO 45001:2018

PEOPLE MANAGEMENT SYSTEM MANUAL

RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK

Revision:18

Page 76 of 96

Prepared by: BB

Reviewed by: CA

Approved by: KA

Effective Date: 09 March 2020

Poor quality of work or failing to maintain output levels or exercise due care in the implementation of duty	√		*					
Negligence in carrying out or failure to carry out duties	√		*					
Gross negligence in carrying out or failure to carry out duties	√			*				
OFFENCES RELATING TO COMPANY PROPERTY AND ASSETS	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Intentional or grossly negligent actions resulting in significant impact on the business; including damage or attempted damage to company, visitors' or employee's property	√					*		
Poor maintenance or loss of asset or neglect of equipment machinery, material or any company property for which the employee is responsible in the course of his/her employment (staff may be made to bear the cost of repair or replacement of the asset)	√			*				
Using company assets without the necessary authority	√		*					
Reckless or negligent use of company asset or property (staff may be made to bear the cost of repair or replacement of the asset)	√			*				
Using company property for personal use/purposes without written authority	√			*				
Failing to report damage to Company property, employees or visitors' property immediately	√		*					
OFFENCES RELATING TO DISHONESTY	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Any dishonesty or attempted dishonesty including conspiracy, theft, bribery, fraud or giving false or misleading statements to the Company or customers, employees or persons having dealings with the company	√						*	



ISO 9001:2015 & ISO 45001:2018

PEOPLE MANAGEMENT SYSTEM MANUAL
RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE
HANDBOOK

Revision:18

Page 77 of 96

Prepared by: BB

Reviewed by: CA

Approved by: KA

Effective Date: 09 March 2020

Falsification of official documentation e.g. Academic qualifications, NYSC certificates, medical certificate, invoices, receipts, etc	√						*	
Failing to produce a valid medical certificate when requested to do so by the company	√		*					
Failure to report known/suspected irregularities or theft/disappearance of company property	√			*				
Failure to disclose interest in a transaction	√				*		*	
Collusion with a service partner to consummate a transaction prejudicial to RusselSmith	√						*	
Failure to declare a gift from a supplier or other 3rd party of above N5, 000.00 or such limit as may from time to time be prescribed by the company	√			*				
Failing to report incidents of gifts or money taking or giving which could be construed as being an intention to influence action	√					*		
UNPROFESSIONAL BEHAVIOUR	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Use of abusive, insulting, disrespectful or discourteous language in the office. Also, the use of signs or behaviour that falls into the above category	√			*				
Promoting or engaging in racist incitement or being racially abusive or engaging in discriminatory behaviour based on sex, creed, religion, political beliefs or sexual orientation including racist jokes	√			*				
Harassment, including sexual harassment and/or sexual activities in the work place	√					*		
Threat of any harm to employees, customers, suppliers or visitors or any person within the company premises	√				*	*		



ISO 9001:2015 & ISO 45001:2018

PEOPLE MANAGEMENT SYSTEM MANUAL

RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK

Revision:18

Page 78 of 96

Prepared by: BB

Reviewed by: CA

Approved by: KA

Effective Date: 09 March 2020

Assault or any attempt to assault a person or fighting in the company premises	√				*		*	
Disorderly or abusive behaviour (shouting/fighting) towards employees, customers, suppliers, visitors or any person within the company's premises	√			*				
Bringing the Company into disrepute generally or by being disparaging of a competitor's product or service to customers	√				*	*		
Inciting employees to take collective action (rebel against authority) that will ultimately disrupt work	√				*	*		
Display of unprofessional behaviour which shall also include behaviours/actions that run contrary to professional ethics, RusselSmith core values and/or business objectives	√			*				
Display of any action that contravenes the RusselSmith Workplace Rules & Guidelines manual or that displays a breach of trust	√						*	
OFFENCES RELATING TO HEALTH AND SAFETY	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Failure to wear issued safety protective clothing and equipment when instructed or required	√			*				
Creating or causing or allowing any condition or situation at work that endangers the general health or safety of employees or other persons or causes injury to other persons	√			*				
Failure to carry out Company health and safety policies and procedures	√			*				
Smoking in non-smoking areas	√			*				
Failing to report immediately an accident or injury on duty or damage	√			*				
ALCOHOL OR DRUG RELATED OFFENCES	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS



ISO 9001:2015 & ISO 45001:2018

PEOPLE MANAGEMENT SYSTEM MANUAL

RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK

Revision:18

Page 79 of 96

Prepared by: BB

Reviewed by: CA

Approved by: KA

Effective Date: 09 March 2020

An employee is found under the influence of illegal drugs on company premises during working hours	√						*	
An employee is found under the influence of alcohol on company premises	√							*
POSSESSION OF WEAPONS	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Distribution of unlawful drugs on or near Company premises	√							*
Being in possession of a firearm or dangerous weapon on Company premises or during working hours in the company premises, unless authorised by the Company in writing	√							*
BREACH OF COMPANY SECURITY MEASURES	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Trespassing or being present on Company premises where the employee is not allowed to be or without permission	√			*				
Tampering with Company's security systems and procedures					*			
Failing to adhere to Company security procedures	√			*				
TERMINAL OFFENCES	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
Failure to partake in the Company's performance appraisal cycles	√			*plus probation		*		
Theft or attempted theft or fraud from the company, a fellow employee, customer or visitor	√						*	
Established case of doubtful integrity	√						*	
Breach of oath of secrecy/leakage of confidential information	√						*	
Deliberate and wilful misrepresentation of facts to external parties that result in embarrassment/reputational/image damage of the company	√						*	
Established case of manipulation of a process or transaction (with or without Insider Knowledge) for gain	√						*	



ISO 9001:2015 & ISO 45001:2018

PEOPLE MANAGEMENT SYSTEM MANUAL
RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE
HANDBOOK

Page 80 of 96

Prepared by: BB





Reviewed by: CA

Approved by: KA

Revision:18

Effective Date: 09 March 2020

Having any financial or other interest in the business of a supplier or competitor or any interest in a business, this might reasonably be construed as a conflict of interest, without written authorisation from the Company	√						*	
Accepting, giving or taking unauthorised steps to acquire or give gifts or money; from or to a supplier, customer, employee or their agent	√						*	
Industrial espionage or bribery	√						*	
HSE MINOR INFRACTIONS	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
First Incident	√	* plus applicable fine						
Second Incident	√		* plus applicable fine					
Third Incident	√			* plus applicable fine				
Fourth Incident	√				* or applicable fine			
HSE MAJOR INFRACTIONS	QRY	DVW	FSWW	FNWW	SUSP	TOC	DMS	SDMS
First Incident	√	* or applicable fine						
Second Incident	√		*		* suspension (at least 2wks)			
Third Incident	√			*	* one month suspe			

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 81 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

					nsion, termin ation up to possib le dismis sal			
Fourth Incident	√				*			

Note: The sanctions defined in this matrix are the maximum which can be given with respect to various offences. However, the Chairperson/Management can act according to Section 3.5 of the Employee Discipline Procedure where the circumstances of the case in the hearing justify that a higher sanction than has been outlined is required and merited.

4.3.5 MISCONDUCT INVESTIGATIONS





RusselSmith may be required to investigate suspected employee misconduct. Investigations may be conducted by outside Investigators, Management, or Law Enforcement Personnel. All employees are expected to assist any investigation to the best of their abilities.

4.3.6 RESPONSIBILITY/COMMITMENT REVIEW

This Company believes that a successful business depends upon each employee's commitment to be responsible for his or her own behavior. An employee who decides not to live up to his or her responsibilities may be faced with the following:

Responsibility Reminder: When an employee behaves in a manner that is inconsistent with RusselSmith's statement of conduct or if an employee demonstrates a lack of commitment to this Company, the behavior and/or attitude will be thoroughly discussed with the employee, including what constitutes responsible, committed behavior. Notation of the date, time, and nature of the discussion will be made.

Written Commitment Reminder: When an informal responsibility reminder has not resulted in a decision to change behavior, a written commitment reminder will be issued. A supervisor will meet with the employee to discuss the employee's commitment to RusselSmith and to invite the employee to present his or her views on the behavior. The Commitment Reminder will advise the employee that a decision not to live up to his or her

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 82 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

responsibilities in the workplace will result in further review, including a possible decision-making leave or quitting the company.

Decision Making Leave: If the employee continues to behave in a manner that demonstrates that he or she is not committed to this Company and/or is not acting responsible for his or her own behavior, the employee may be placed on a Decision-Making Leave (DML) which may include one-day suspension with pay. On this day, the employee must decide to solve the specific problem and make a total performance commitment to the job or quit.

Termination: If the employee decides not to solve the specific problem and make a total performance commitment, the employee will be deemed to have voluntarily quit. RusselSmith reserves the right to terminate employees at any time, for any reason not expressly prohibited by law.

Dismissal: Use of the review process is optional, and each step may not be followed in any particular order or in any order at all. Nothing in this policy amends or restricts RusselSmith's right to terminate employees at any time, with or without notice, for any or no reason.

4.4 TRANSPORTATION & TRAVEL

The company recognizes that employees who travel far from home to represent the company's business interests must forego their living accommodations and may forfeit personal time. Accordingly, the company will make efforts to provide comfortable and secure accommodations for lodging, meals and travel for employees.





However, these items are not intended to be perquisites and the company reserves the right to deny reimbursement of expenses that are considered lavish or extravagant. Expenses are to be within established company guidelines and will be reimbursed with proper documentation. Employees are expected to spend the company's money as carefully and judiciously as they would their own.

4.4.1 COMPANY OWNED VEHICLES

Management must authorize all travel in company vehicles, on other than company business, in advance. This includes vehicles that may be leased by the company as well as those vehicles that are company owned.

The following are specific policies related to company owned vehicles:

- ✓ Daily logs must be kept for all mileage driven

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 83 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

- ✓ Company owned vehicles should be driven only as needed for jobs during working hours
- ✓ Company owned vehicles should be driven only for transportation to and from destinations as specified
- ✓ Company owned vehicles should not be driven for private use unless specific financial arrangements have been made
- ✓ Only the driver assigned to the vehicle should sign for gasoline, oil, etc.
- ✓ All charge tickets must show the name and address of the vendor, prices, gallons, vehicle ID number, license tag number and mileage
- ✓ No alcoholic beverages or illegal drugs or chemicals should be aboard a company vehicle at any time

4.4.2 PERSONAL VEHICLES

Employees may use their personal vehicles on official company business provided prior approval has been obtained from the company. A mileage rate should be paid to employees who use their personal vehicles on official company business.





Minimum insurance requirements as specified by RusselSmith's insurance carrier must be in effect at the time the employee's personal vehicle is used and the employee may be required to provide the appropriate proof of insurance.

4.4.3 LIVING EXPENSE ALLOWANCE

RusselSmith shall reimburse employees for reasonable expenses incurred when they are traveling outside the country on company business. RusselSmith shall pay the cost of reasonable lodging for the employee. In addition, a living expense allowance for meals is provided to salaried and supervisory personnel routinely away from their home requiring overnight accommodations.

The Services Personnel or Designate shall advise the employee of allowable living expenses to be paid by the company before any travel assignment. Approval of living expenses must be obtained from People Management before submitting to the Services Subdivision and or Finance Subdivision for reimbursement.

4.4.4 OTHER TRAVEL EXPENSES

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 84 of 96
		Prepared by: <u>BB</u> 
		Reviewed by: <u>CA</u> 
		Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

Any travel and/or business expenses not covered by the living expense allowance described previously must be submitted for reimbursement by providing receipts showing name(s), date(s), business discussed, amount(s) and the account to be charged.

Receipts are mandatory for all lodging, airfare, trains, and rental cars. Receipts are mandatory for all expenses, except that if evidence is not readily available for transportation charges, a receipt is not required.

4.4.5 EXPENSE RECORDS

All expense records should be turned in to the Services Subdivision on a weekly basis for timely payment. Expenses that are not turned in within the advised defined procedural days of returning from travel may not be approved for payment.

4.4.6 TRAVEL ADVANCES

An advance for out-of-state travel may be provided upon request to the Management. The corresponding expense report is expected within one (1) week of return from travel or as other defined in the approved procedure. If this substantiation is not completed within two (2) weeks, any unaccounted for and unreturned advance monies will be deducted from the employee's salary at the end of the month.





4.4.7 EXPENSE REIMBURSEMENT – THIRD PARTY

If the employee incurred expenses, which should be covered by some other party than the company, the employee must notify the company about this in order to avoid a double reimbursement. Any time another party covers expenses of any kind; the company should not provide reimbursements.

If the employee has already been reimbursed by the company for expenses and thereafter receives reimbursement from a third party, the employee must endorse all reimbursements to the company upon receipt.

4.4.8 EXPENSE POLICIES – VIOLATIONS

Clear, honest, well-documented and organized expense reports are of vital importance to the company. Due to this importance, every employee should be familiar with all aspects of the current expense policies as described in the handbook.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 85 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Any questions should be directed to the People Management Subdivision. Violations and any form of abuse in relation to these policies and standards may be disciplined and can ultimately lead to termination.

4.4.9 COMPANY CREDIT CARDS

Employees authorized to use a company credit card are responsible for protecting the use of the credit card and for submitting all credit card charge tickets to the proper department for validation before payment of the credit card invoice.

4.4.10 PER DIEM GRATIS

This is a discretionary gratis that may be given to an employee by RusselSmith management when an employee travels on company assignment/training. Per Diem is strictly a RusselSmith management gratis. It does not, at any time, constitute an entitlement or benefit of the employee. As a discretionary gratis, it can be reviewed, ratified and approved or cancelled entirely without prior notice to the employee at the sole discretion of company management.





4.5 APPEARANCE & BELONGINGS

Employees are expected to use their good judgment and common sense in presenting themselves as "appropriate" for their positions. Clothing, hairstyles or personal hygiene should not pose a safety hazard or create an unacceptable appearance.

Personal appearance, proper hygiene and appropriate attire are important to the work environment. Clients may gauge the quality of RusselSmith by the attention RusselSmith employees show to their personal appearance and attire. Employees are expected to report to work wearing clean clothing appropriate to their position.

4.5.1 PERSONAL APPEARANCE

A neat, well-groomed appearance is important to the employee, their fellow workers and to RusselSmith's customers and suppliers. RusselSmith does not object to male employees having reasonable long hair if it is groomed. Nor does it object to mustaches or beards if they are kept trimmed and do not hinder the employee's performance or safety on the job.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 86 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

4.5.2 BUSINESS ATTIRE

Business situation such as meeting with clients or customers or representing the company require business attire.

- ✓ Men: Suits with ties and polished shoes with leather soles
- ✓ Women: Suit, dress or matching skirt and blouse ensemble

4.5.3 CASUAL ATTIRE

Normal working hours that do not require client meetings allow for a more relaxed and casual appearance with some minimum standards. Men: must wear shirts with collars and buttons, socks and no fashion/ dirty jeans or gym shoes. Women: dress appropriately observing the inappropriate attire below.





“Casual Day” occurs on Friday of each week. The company may relax the “Casual Attire” standard above to allow jeans and converse/trainers while still observing the inappropriate attire below.

4.5.4 INAPPROPRIATE ATTIRE

Articles of clothing that either exposes too much of the employee, is in state of disrepair, contains obscene references or are too casual are considered to be unprofessional and should not be worn in a business environment. Such clothes can be considered harassing, offensive, or just too casual for the office.

Items of specific religious or cultural significance may be acceptable in the office provided they are being worn for such a purpose. Examples of unacceptable attire include:

- ✓ Tank tops, halter tops, or muscle shirts that expose the shoulders
- ✓ Bare navels or transparent blouses
- ✓ Obscene clothing adorned with foul language or images
- ✓ Torn clothing or clothing with holes
- ✓ Sweat pants, sweat suits, running shorts or "work out" clothes
- ✓ Hats or headbands indoors
- ✓ Fashion or dirty jeans
- ✓ Gym shoes

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 87 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

4.5.5 PERSONAL BELONGINGS

RusselSmith recognizes an employee's desire to display mementos pertaining to their family or other personal items. While the company can take no responsibility for the safekeeping of these items, it welcomes its employees to personalize their work areas for added comfort or pleasantness. However, several guidelines must be observed. They are as follows:

1. Nothing can be displayed that (in the opinion of Management) is derogatory to any person or system of beliefs
2. Objects (in the opinion of Management) that are inappropriate or hinder work efforts should not be allowed and must be removed upon request
3. Safety comes first – No object should interfere with job safety as viewed by RusselSmith Management

4.5.6 ALCOHOL AND DRUGS

Consumption of, possession of, or being under the influence of alcoholic beverages or illegal drugs on company property, in the office or in company vehicles is strictly prohibited. Violation of this policy is cause for immediate termination of employment.

RusselSmith reserves the right to have employees tested, screened and/or searched on company property for drug and alcohol use, as it deems necessary as long as these procedures do not violate any existing laws.





4.5.7 MEDICATION

An employee placed on medication by a physician should report that fact to their supervisors and present a release form from the physician indicating that the individual is able to perform their daily work routine.

4.5.8 SMOKING POLICY

Smoking is discouraged and buildings may be designated "No Smoking".

Laboratories, conference rooms, public meeting rooms, elevators and rest rooms shall be designated only as "No Smoking".

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 88 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

4.6 EQUIPMENT & FACILITIES

All employees should be concerned with the care and safe use of company-owned equipment and facilities. Good housekeeping is expected from everyone.

4.6.1 PARKING

An adequate parking area is provided for employees. Employees may park in any space that is not marked reserved. Please cooperate by not blocking any gate, driveway, or the receiving area. The company assumes no responsibility for employee's vehicles or their contents while on company property.

4.6.2 USE OF COMMUNICATION SYSTEMS

Telephones: Employees may not use Company telephones for personal calls except for serious emergencies. Incoming phone messages will be taken in the office and delivered to you as soon as possible. Long distance calls may not be made from Company phones without permission.

Mail: The use of Company-paid postage for personal correspondence is not permitted. Employees should not use the company address for the regular receipt of personal mail.





Facsimile: Transmissions using the company's facsimile machine are to be made for business purposes only. All company policies apply to the material transmitted from the office.

Improper use of Company communication services will subject the employee to disciplinary action, including possible termination.

Cellular Phones: The Company may issue cellular telephones to employees if necessary, for the efficient conduct of company business. Use of the cellular telephones must be restricted to Company business. RusselSmith cell phone usage policy will apply for all company cell phone users.

4.6.3 VOICE AND ELECTRONIC MAIL

Voice Mail: While our voice mail system is designed to increase productivity, it is expected that you will treat employees with respect for their dignity when leaving messages. Please

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 89 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

do not leave curt or last-minute messages for anyone. Do not use the voice mail system to "hide" from coworkers or customers. If you are at your desk, you are generally expected to answer your telephone.

Generally, the voice mail system is not to be used for personal messages such as soliciting contributions for your favorite charity, arranging for an after-work get-togethers or the like. You have been assigned a personal password; please do not give it out to anyone. The passwords may be changed in order to maintain security. Messages may be randomly monitored to determine whether any outsiders are using the system, or whether any violations of Company policy have occurred.





Electronic Mail: Generally, sensitive information is not to be sent via electronic mail. Similarly, if you have outside access to electronic mail, you are not to send a message to your supervisor that you are going to be absent that day. Instead, you need to comply with Company policy and personally speak with your supervisor about your inability to work that day.

While you may have a personal, private password, the manager of information systems has access to all electronic mail messages in order to ensure compliance with Company policy.

Just as the company does not permit the posting of items for solicitation on bulletin boards or the circulation of memos soliciting sales or contributions to charity, you may not do so through the electronic mail system.

Company policies apply to the use of the voice mail and electronic mail system. For example, our policies concerning courtesy, solicitation, harassment, and reporting absences all apply. Employees who fail to comply with the voice mail, electronic mail, or other Company policies are subject to discipline, up to and including termination.

Employees have no personal privacy right in anything created, received, or sent on or from the e-mail or voicemail system, and by accessing the system, employees expressly waive any right of privacy in anything they create, store, send, or receive on the system. By accessing the system, employees' further consent to allowing personnel of RusselSmith to access all material created, sent, or received on the system.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 90 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

4.6.4 USE OF INTERNET

Employees are responsible for using the Internet in a manner that is ethical and lawful. Employees may use the Internet to increase productivity. If you are using an Internet account paid for by the company, you are expected to only use it for business purposes. If you have a personal web account, you may use it to perform work for the company. However, company facilities (including phone lines, modems, hard drives) are to be used only for company purposes.

Under no circumstances are pornographic or harassing materials to be sent or received using company facilities at any time or using personal facilities during working hours. Employees are expected to comply with all company policies that may be applicable to the Internet. These include confidentiality, harassment, scanning for viruses, encryption of data sent across the Internet, etc.





The company does monitor its phone system, network, and computers. Information stored in or on company facilities is subject to inspection at any time without notice. Employees have no personal privacy right in anything created, received, or sent on or from the computer and/or Internet system; by accessing the system, employees expressly waive any right of privacy in anything they create, store, send, or receive on the system. By accessing the system, employees' further consent to allowing personnel of RusselSmith to access all material created, sent, or received on the system. Violation of this company policy may lead to discipline and will be addressed as a performance issue.

4.6.5 MOTOR VEHICLE AND WORKPLACE EQUIPMENT OPERATION

Employees authorized to drive a company vehicle are completely responsible for fines resulting from traffic violations. Only Company employees are authorized to ride in or operate a company vehicle. Any changes to your driving record must be reported to People Management in a timely manner.

4.6.6 SAFETY EQUIPMENT

If needed, RusselSmith should provide employees with safety equipment. This safety equipment (e.g. safety glasses) must be worn on the job, as safety requires. This equipment should be signed for by the employee and replaced at their expense if lost or stolen. Replacement should be provided if the equipment is shown to be defective.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 91 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

4.6.7 COMPANY TOOLS

RusselSmith should furnish all necessary tools and equipment to complete job assignments. Each employee is reminded that all items purchased by the company remain the property of the company and represent a very valuable asset of the company.

It is the responsibility of the employee, to whom tools and equipment are assigned, to maintain and safeguard these assets as if they were their personal property. It is the policy of this company to hold the individual responsible for small tools and equipment lost, stolen, or damaged especially through negligence.

A periodic inventory of tools and equipment should be made. When leaving a work area, it is recommended that all tools that cannot be secured in locked storage be removed from the work area.

4.6.8 WASTE PREVENTION





Waste of energy and materials is costly to the company and ultimately results in losses, which must be paid for by other cost reduction actions. Please conserve energy at every opportunity by keeping thermostats in moderate ranges. Drive within speed limits. And, turn lights and other electrical equipment off when not in use.

All scrap materials and parts remain the property of the company. An employee may discuss personal use of scrap materials and parts with the supervisors. Management should make the final decision.

4.6.9 SOLICITATION AND/OR DISTRIBUTION

Solicitations and/or distributions, as well as gambling and athletic pools, are prohibited on company property. All employees are expected to use discretion in the soliciting of friends and co-workers for personal activities, clubs, charities, and other social organizations in order to limit the disruptions for non-company business while on company time.

Several types of solicitation and distribution activities are specifically prohibited including the soliciting for or engaging in gambling activities, athletic pools or any other illegal activities.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 92 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Additionally, company computer and communications resources may only be used for conducting company business. Games such as "fantasy football" or unauthorized "bulletin board" activity involving computer and communication resources are prohibited.

4.6.10 EXTERNAL COMMUNICATION

All communication to external parties either through Email, Phone Calls & Text Messages must be channeled through the Line Manager(s) and or Divisional Head Only Line Managers and Divisional Head are authorized to communicate with external customers/clients.

A subordinate employee is only permitted to communicate directly with the external customer/client where such communiqué has been authorized, reviewed and approved by the line manager and or Divisional Head. All communication sent by a subordinate employee must be reviewed and approved by the line manager and or Divisional Head before such is communicated to the external party.





Any unauthorized or unapproved communication sent would be queried and attract applicable penalty.

All incoming telephone calls will be answered and directed in a prompt, professional manner to project a positive image of RusselSmith and assure that customers and vendors are treated in a polite, satisfactory manner.

4.6.11 SECURITY

All doors, files, desks, gates and any other equipment with locks must be kept locked securely when not in direct use and at each day's end. Locks should be checked regularly. Company vehicles should be kept locked at all times. Lost keys must be reported to the office immediately. Any concerns about security should be directed to the People Management Subdivision.

All employees are required and compelled to wear their respective Company Identity Card before entering the company premises and whilst on the company premises. Wearing of the company Identity Card is compulsory and must be done on daily basis. The security personnel are empowered to stop any person without the company's identity card as show of identity from gaining access into the premises.

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 93 of 96
	Revision:18	Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u>  Effective Date: 09 March 2020

Company assigned apparels i.e. jackets, crests, lanyards, lapel pins and identity cards are not to be worn in public places e.g. market, street, bus-stop, bar, club etc.





Some projects require special identification badges or cards for Company employees. Employees should be provided with identification badges or cards when they are necessary.

4.6.12 BULLETIN BOARD

RusselSmith maintains a bulletin electronic board to keep employees informed of current items of company general interest. Employees should check the bulletin electronic board regularly. Posting and removal of notices must have the approval of Management where necessary.





EFFECTIVENESS CRITERIA

- To enable employees, understand the company's operating procedures.
- To provide employees the knowledge of important policies that are expected of them in the workplace and to protect their rights.




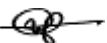
	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 94 of 96
		Prepared by: <u>BB</u> 
		Reviewed by: <u>CA</u> 
		Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

MANUAL VERSION CONTROL

Version	Date	Author	Change Description
01	17/09/03	People Management Department	None
02	02/09/05	People Management Department	Full Manual Review
03	01/01/11	People Management Department	Full Manual Review
04	23/02/12	People Management Department	Partial Review of Clause 1.5.4; 2.2.2 & 4.6.10
05	18/04/12	People Management Department	Partial Review of Clause 1.4
06	16/08/12	People Management Department	Change of manual numbering from RS-PMM-M-1301 to RS-PPM-M-1008-2
07	29/10/12	People Management Department	Partial Review of Clause 3.7.4
08	01/02/13	People Management Department	Review based on change in the company's corporate logo and general manual review
09	01/04/14	People Management Department	<ul style="list-style-type: none"> ▪ Review of clauses 2.2.3, 2.2.6, 2.2.6.1 & 3.7.4 ▪ Inclusion of clause 2.4. ▪ Substitution of clause 4.6.10 and ▪ Renumbering of clauses 4.6.11 & 4.6.12
10	15/08/14	People Management Department	Review of clause 3.11.1 in compliance with Pensions Reform Act 2014
11	01/11/14	O&HP Management Department	Review based on departmental restructuring
12	28/01/15	O&HP Management Department	<ul style="list-style-type: none"> ▪ Review of clauses 3.1 & 3.2. ▪ Inclusion of clauses 3.7.4.1, 3.7.4.2, 3.14 & 3.15
13	01/03/16	O&HP Management Department	<ul style="list-style-type: none"> ▪ Review based on QMS New Procedure Numbering System. ▪ Review of Definition Clause ▪ Review of Clause 3.14
14	20/02/17	People Management Department	<ul style="list-style-type: none"> ▪ Organisational Restructuring and Annual Review ▪ Review of the definition table

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 95 of 96 Prepared by: <u>BB</u>  Reviewed by: <u>CA</u>  Approved by: <u>KA</u> 
	Revision:18	Effective Date: 09 March 2020

			<ul style="list-style-type: none"> ▪ Inclusion of clauses 1.1.4, 3.16 & 3.17
15	06/02/18	People Management Department	<ul style="list-style-type: none"> ▪ Change of Trademark ISO 9001:2008 to ISO 9001:2015 ▪ Compliance with Clause 2.7 RS-IAC-PIM-1010 Documented Information ▪ Review of Table of Contents ▪ Review of the following Clauses <ul style="list-style-type: none"> ○ 3.7.4.1 & 3.7.4.2 ▪ Inclusion of the following Clauses <ul style="list-style-type: none"> ○ 3.7.4.3, 3.7.4.4 & 3.7.12
16	05/02/19	People Management Department	<ul style="list-style-type: none"> ▪ Review of the definition table ▪ Review of the following clauses <ul style="list-style-type: none"> ○ 1.8, 1.8.1, 1.8.2, 1.8.4, 1.8.5, 1.8.6, 1.8.8, 1.9.0, 1.9.1, 1.9.2, 1.9.3, 2.2.3, 3.6.3, 3.6.6, 3.7.8, 3.7.9, 3.7.11, 3.8.1 & 4.1.4
17	03/07/19	Quality Health Safety & Environment	<ul style="list-style-type: none"> ▪ Review of 1.4 (Definition of Terms): <ul style="list-style-type: none"> ○ Change of OHSE to QHSE ▪ Review of the following Clauses <ul style="list-style-type: none"> ○ 1.8, 1.8.1, 1.8.4, 1.8.5, 2.4, 3.7.4.1
18	02/03/20	QHSE Subdivision	<ul style="list-style-type: none"> ▪ Review of Introduction ▪ Review of 1.4 (Definition of Terms): ▪ Removal of IAC <ul style="list-style-type: none"> ○ Change from HOD to Divisional Head. ▪ Review of the following Clauses: <ul style="list-style-type: none"> ○ 1.4,1.5.5, 1.7.1, 1.7.3, 1.8, 1.8.1, 1.8.4, 1.8.5, 2.0, 2.1, 2.1.3, 2.1.4, 2.2.2, 2.3.2, 2.4, 3.6, 3.6.1, 3.6.4, 3.6.5, 3.6.6, 3.6.7, 3.6.8, 3.7.1, 3.7.4.1, 3.7.4.2, 3.7.4.3, 3.7.4.4, 3.7.8, 3.7.10, 3.7.11, 3.7.13, 3.7.14, 4.1.1,

	ISO 9001:2015 & ISO 45001:2018 PEOPLE MANAGEMENT SYSTEM MANUAL RS-CPD-PPM-ADM-M-10008-2 EMPLOYEE HANDBOOK	Page 96 of 96
		Prepared by: <u>BB</u> 
		Reviewed by: <u>CA</u> 
	Approved by: <u>KA</u> 	
	Revision:18	Effective Date: 09 March 2020

			4.1.3, 4.1.4, 4.3.4, 4.4.3, 4.4.5, 4.4.8, 4.6.10, 4.6.11
--	--	--	---