



HUMAN RESOURCE POLICIES AND PROCEDURE MANUAL (HRPPM)

REVISED-00

PENTAGRIT

INTRODUCTION

The Scientific Director is accountable for leading an effective staff team and is thereby accountable for the development and implementation of the policies outlined in this manual. Managers of programs/projects, responsible for the execution of roles and responsibilities within their own staff teams should reference this manual to ensure organizational consistency in the application of these policies.

The Manager, Human Resource is responsible for maintaining the procedures and systems which support human resource management for Pentagrit and is available to answer any questions or provide clarification on any content in this manual.

ACCEPTANCE AND ACKNOWLEDGEMENT ON RECEIPT FOR EMPLOYEE MANNUL

I acknowledge that I have received a copy Pentagrit Human Resource and Procedural Manual. I agree to read it thoroughly, including the statements in the foreword describing the purpose and effect of the Manual. I agree that if there is any policy or provision in the Manual that I do not understand, I will seek clarification from the manager and/or senior management. I understand that this Manual states Pentagrit's policies and procedures which are effective on the date of publication. I understand that nothing contained in the Manual may be construed as creating a promise or commitment to future benefits or a binding contract with Pentagrit for benefits or for any other purpose. Employment as a Pentagrit staff member and associated terms and conditions always remain conditional on funding provided to Pentagrit. I also understand that these policies and procedures are continually evaluated and may be amended, modified or terminated at any time.

Please sign and date this receipt and return it to the Manager: Human Resource.

Date: _____

Signature: _____

Employee Name: _____

PENTAGRIT

1. SCOPE AND PURPOSE

Pentagrit views its staff as its most important asset and resource and the well-being and appropriate utilization of its staff is of critical importance.

This Human Resource Policies and Procedures Manual represents the broad principles of human resources policy for the staffing and administration of Pentagrit and the fundamental conditions of service and the basic rights, duties and obligations of the Staff of Pentagrit (Staff Rules and Regulations).

The Constitution of Pentagrit provides that the Scientific Director is responsible for the implementation of human resource policies including the organization, appointment and dismissal of staff, subject to the general control of the Pentagrit Board. The Board is responsible for approving human resource policies and the appointment of the Scientific Director. The Scientific Director shall provide and enforce such policies and staff rules and regulations consistent with this manual as he or she considers necessary for the efficient conduct of Pentagrit's business. The staff rules and regulations contained herein apply to all staff members of Pentagrit.

Overall Human Resource Policy Statement

Pentagrit's overall human resource policy is to maintain and enhance the ability of Pentagrit staff to render excellent services to our members, beneficiaries and the community at large.

Objectives of the Manual

The objectives of this Manual are:

- a) To document Pentagrit Human Resource Policies and Procedures and to provide general guidelines with regard to Pentagrit human resource policies, procedures and practices.
- b) To ensure a uniform and fair application of human resource policies, procedures and practices in all areas so as to achieve consistency of management decisions
- c) To create an awareness of and to communicate to Pentagrit's staff, human resource objectives and general policy framework within which they are required to operate.
- d) To create an awareness of and to communicate to all staff members the fundamental conditions of service and the basic rights, duties and obligations of the staff of Pentagrit.

2. Review of the Manual

The Manual is subject to review by Pentagrit's management to reflect and to be consistent with Pentagrit's requirements and needs and with legal and statutory requirements in India. Pentagrit's management may revise, supplement or rescind policies, procedures or benefits described in this Manual with or without notice.

PENTAGRIT

3. Distribution of the Manual

The Manual will be distributed (hard copy or electronically) to all staff upon appointment and periodically whenever changes or revisions are made. Each staff member shall acknowledge receipt of this manual and the date of its receipt

4. The Human Resource Function

The human resource functions shall be managed, on a day-to-day basis by the manager: Human Resource or another person so designated by the Scientific Director. Such a person will also be known as the Human Resource (HR) Manager. Some human resource functions are also carried out by Managers as, from time to time, delegated to them by the Scientific Director. The Scientific Director retains overall responsibility over the human resource functions.

5. The role of the human resource function

The roles of the human resource function are to:

- initiate and develop appropriate human resource policies, procedures and practices for the efficient and effective management of Pentagrit;
- implement and monitor human resource policies and procedures as contained in the Manual;
- facilitate the recruitment and hiring of staff;
- assist in the establishment of an organization structure with clearly defined and documented roles and accountabilities (job descriptions including performance targets);
- provide fair and equitable compensation based on job demand and regular appraisal of an individual's performance;
- advise management on all human resource matters including proper utilization of available human resource;
- facilitate the achievement of a working environment which encourages staff development, motivation and enhances the personal dignity of staff members;
- co-ordinate the preparation of Casual leave programme;
- advise Management on matters relating to discipline and the procedures to be followed in handling disciplinary cases;
- Be the custodian of the Manual and initiate regular reviews of the same.

6. Staff Records

- 6.1. A personal file shall be opened for all staff members. These files will be managed centrally by Human Resource unit. Information contained within these files will be treated as confidential and so access will be restricted to the line HR manager and the Scientific Director.

PENTAGRIT

- 6.2. Copies of all key documents related to the staff in Pentagrit will be filed in his/her personal file.
- 6.3. Each staff member shall complete an employee data form that includes and not limited to; personal family details including marriage certificate for the spouse & birth certificate for children, telephone and email contacts, emergency contacts, physical/postal address, employment history, education and training information, list of dependents, next of kin, skills and interests.
- 6.4. All staff files shall contain relevant documents such as application letters, Identification documents, photographs, copies of education credentials, updated curriculum Vitae, duly completed, employment and offer/appointment Letter, Reference checklist and Leave record
- 6.5. The HR Manager shall maintain a record of information on each staff member. Such records shall contain information about name, marital status, dependents, change of address and/or telephone number, bank details, current title, salary, results of performance reviews, disciplinary actions and any other information as required by the relevant employment law in force from time to time.
- 6.6. These records will be updated as required by law and shall be maintained for such period as the relevant employment law requires. It is the responsibility of the staff to update his information record.
- 6.7. Pentagrit will treat all personal/ sensitive personal data as strictly confidential and will never use or process it other than for legitimate reasons. Individual members of staff may, on request, review their files.

2 DUTIES, RIGHTS AND OBLIGATIONS

2.1 Duties, Rights and Obligations of Pentagrit

Pentagrit is committed to ensuring that all staff members are treated in a fair and equitable manner at all times. It is the policy of Pentagrit to provide equal employment opportunities to all qualified staff members and applicants for employment without regard to race, colour, age, sex, disability, or any other classification prohibited under law. This non-discrimination policy extends to all aspects of employment with Pentagrit including recruitment practices, hiring decisions, promotion, layoffs, and treatment during employment, compensation, benefits, selection for training and termination decisions. In recognition of the international nature of the organization, Pentagrit will strive to maintain

PENTAGRIT

diversity among its staff.

It is the intention of Pentagrit to adhere to both the letter and spirit of all applicable employment laws and regulations in making any employment-related decision.

Pentagrit shall also:

- a) Initiate, develop and implement appropriate human resource policies for the efficient and effective management and operation of Pentagrit
- b) Facilitate the achievement of a conducive working environment which encourages motivation, creativity and enhances the personal dignity of staff members
- c) Make all reasonable efforts to ensure appropriate protection and safety for staff members in the performance of their duties.

2.2 Duties, Rights and Obligations of Staff

The nature of Pentagrit's work and the continued success of Pentagrit require staff of high quality, integrity, expertise and professionalism. The nature of Pentagrit's work also requires that staff have a special responsibility to avoid situations and activities that might reflect adversely on Pentagrit, compromise operations, or lead to real or apparent conflicts of interest. Staff shall therefore:

- a) At all times uphold high standards of the principles of honesty, integrity, hard work, commitment and dedication to work, loyalty to Pentagrit as employer, justice and fair play so as to be able to perform their work efficiently and effectively
- b) Maintain a high standard of business and professional ethics, demonstrate high level of honesty, transparency, accountability and discipline and portray a credible professional image at all times.
- c) Comply with local laws and honour their private legal obligations
- d) Use Pentagrit's facilities, property and resources for the benefit of Pentagrit and its clients
- e) Make no unauthorized commitments or promises binding Pentagrit or any of its employees
- f) Maintain the confidentiality of personnel and organizational processes and proceedings where such confidentiality is provided by policy or law
- g) Read and understand the Manual and comply with its provisions.

2.2.1 Prohibited conduct

The following specific instances of conduct are prohibited for all Pentagrit staff:

- i. **Discrimination:** Pentagrit does not entertain any form of discrimination whether by race, colour, sex, language, political or other opinion, nationality, ethnic or social origin, disability, pregnancy, mental status, HIV status or religion.
- ii. **Harassment:** Harassment in any form whether relating to gender, sexual orientation, marital status, age, religion, race, colour or disability or sexual harassment will not be tolerated in Pentagrit.
- iii. **Nepotism:** Pentagrit is averse to employment of staff based on nepotism and favoritism.

PENTAGRIT

- iv. Pentagrit employment policy is based on appropriate qualifications, merit, honesty and personal integrity.
- v. Outside employment: Pentagrit staff members are not allowed to have outside employment over and above their employment with Pentagrit unless the Scientific Director has expressly authorized such employment, which authorization may be withdrawn at any time if in Pentagrit's opinion such outside employment interferes with the business of Pentagrit.
- vi. Political activities: Whilst Pentagrit staffs are free to hold their own political views; these views should not interfere with the business of Pentagrit. A staff member of Pentagrit may not participate in political or other activities outside Pentagrit in any way which is detrimental to the proper performance of her/his duties. No staff member may use Pentagrit to promote her/his own personal political interests. All staff members of Pentagrit should note that Pentagrit is non-political and non-partisan.
- vii. Unprofessional conduct: that would bring the staff member's professional ethics, image or integrity or Pentagrit's reputation into question.

2.2.2 Avoidance of Conflict-of-Interest Policy

In view of the nature of Pentagrit's activities and the possible risk to Pentagrit's reputation, it is Pentagrit's policy that staff members do not accept gifts, benefits or favours (including non-work related hospitality) connected with their employment from any external party, including partners and/or clients as these may be interpreted as affecting their impartiality in dealing with such other party including partners and/or clients. Receiving benefits might also be seen to compromise their personal judgement or integrity and that of Pentagrit as an organization.

Where possible therefore, staff members should actively discourage external parties from offering gifts, benefits or favours. Gifts, benefits or favours should be declined wherever possible. The overriding concern is that the actions of Pentagrit staff members be above suspicion and not give rise to any actual or potential conflict of interest, and that their dealings with all external parties or organizations should bear the closest possible scrutiny. Pentagrit staff is not be allowed to undertake paid consultancies or any other form of paid employment during the course of their employment. This includes evenings, weekends or while on leave.

In cases where payment is made in appreciation of work done by a member of staff, this payment must be declared and revert to Pentagrit.

a) Gifts

The receipt of gifts, as distinct from hospitality, by Pentagrit staff members from those with whom they have official dealings must be governed by the highest standards. For the purposes of these provisions, the term "gift" includes any benefit, which is given to a Pentagrit staff member free of charge or at a favourable rate. The following general guidelines provide a framework within which decisions in this area can be made. Pentagrit staff members must abide by these guidelines.

PENTAGRIT

- Subject to any rules which the Scientific Director may determine, a member of staff may accept and retain gifts of modest value (e.g. diaries, pens, etc.). Any gifts of more significant value should be refused or, if such refusal would cause offence, should be handed over by the Pentagrit staff member concerned to the Manager Finance and Administration.
- A gift, other than a gift of modest value, given to a Pentagrit staff member by virtue of his other official relationship with the provider of the benefit must be regarded as property of Pentagrit. However, benefits under frequent flier schemes may be retained by individual Pentagrit staff members in recognition of the fact that official travel is disruptive to personal and family life.
- Particular care should be taken in relation to gifts from a provider of the benefit who stands to derive a personal or commercial benefit from their relationship with Pentagrit.
- Cash, gift cheques or any vouchers that may be exchanged for cash may not be accepted regardless of the amount.
- Pentagrit staff members may not solicit gifts, directly or indirectly.
- Pentagrit staff members may not approach any business with which they have contact through their official duties seeking sponsorship or support for any club, charitable organization, association, trade union or other organization. The Scientific Director can apply discretion in the application of this rule to instances of very small patronage.
- Pentagrit staff members should not accept special facilities or discounts on private purchases from suppliers with whom they have official dealings.

b) Hospitality

Hospitality, as used here, is defined as the entertainment of staff members by clients, partners or other outside organizations or persons in the course of conducting Pentagrit business. It is impossible to lay down definite rules covering the acceptance of hospitality in all circumstances. It is accepted that Pentagrit staff members should not be put in a position where they cannot accept what are regarded as normal courtesies in business relationships. However, in their contacts with outside organizations or persons, every care must be taken by Pentagrit staff members to ensure that their acceptance of hospitality does not influence their official functions.

The following general guidelines provide a framework within which decisions in this area can be made or local rules formulated. Pentagrit may apply these rules on hospitality or make local

PENTAGRIT

rules derived from them.

- All offers of hospitality from commercial interests which have or might have contractual relations with Pentagrit must be reported by the Pentagrit staff member to the Scientific Director for direction.
- No objection would normally be made to the acceptance of what is regarded as routine hospitality, for example, a business lunch. What may be regarded as “routine” for this purpose will depend on a number of factors such as the value of the hospitality offered, the frequency of offers, whether there is an element of reciprocity and the general circumstances in which it is offered (for example, whether it is offered by a company to all its customers or is directed at specific or potential customers). Certain types of hospitality (for example involving travelling abroad or holiday weekends) should not be regarded as routine and should always be referred to the Scientific Director for direction.

Pentagrit staff members should not accept offers of hospitality which go beyond the routine practices referred to above, except where acceptance of such an offer can be clearly shown to be in the interest of Pentagrit and has been approved by his or her Manager.

c) Outside employment and activities

On occasional bases, Pentagrit staff members are asked to carry out tasks for which they receive payment or other benefits-in-kind on behalf of bodies other than Pentagrit as a consequence of their official positions. While, in many instances, this practice does not give rise to problems, there are certain circumstances where difficulties may arise, such as where the task performed forms part of the official duties of a Pentagrit staff member or is performed during normal working hours.

The following guidelines provide a framework within which decisions in this area can be made.

- Where because of his or her official position, a Pentagrit staff member is invited to carry out work on behalf of an outside body, he or she shall notify the Scientific Director in advance and may not seek or retain payment (other than appropriate travel and subsistence expenses) or other benefit where the proposed activity is part of the Pentagrit staff member’s duties. Where a payment is made, it should be surrendered to the Manager: Human Resource, who will lodge it to the Pentagrit account. Any non-cash benefit should be returned to the Manager Human Resource.
- Subject to any rules which the Scientific Director may determine, a Pentagrit staff member may accept modest payment or benefit in kind if the task, while work related, is not an integral part of his or her official duties and is carried on outside of normal working hours.

PENTAGRIT

- The question of whether or not a task is an integral part of a Pentagrit staff member's official duties may normally be determined by reference to the relevant work programmes. In case of doubt the Pentagrit staff member should request his or her Manager or in the case of a Manager, to the Scientific Director to determine if the task is an integral part of official duties.
- Subject to any rules which the Scientific Director may determine, in cases where no payment or other compensation arises, a small token gift may be accepted by a Pentagrit staff member by way of recognition.

Where a Pentagrit staff member has any doubts concerning the propriety of accepting any payment or compensation from bodies outside of Pentagrit, the matter should be referred to a Manager for determination in accordance with the guidelines outlined above as soon as possible. If a Pentagrit staff member is unhappy with the decision of the Manager, he or she may appeal the matter to a Manager or to the Scientific Director within 7 days of such decision by the Manager.

2.2.3 Sexual Harassment Policy

Pentagrit strictly prohibits sexual harassment in the workplace. Examples of sexual harassment include, but are not limited to unwelcome sexual advances, requests for sexual favours and other verbal or physical conduct of a sexual nature.

No one with a supervisory role at Pentagrit is at any time to threaten or imply that an individual's submission to or rejection of sexual advances will in any way influence any decision regarding that individual's employment, performance evaluation, advancement, compensation, assignments or any other term or condition of employment. In addition, all personnel in a supervisory role at Pentagrit who either observe conduct that appears to violate this policy or receive a complaint of conduct that would violate

this policy, must immediately report the incident to the Manager: Human Resource and/or to the Scientific Director, so that an investigation can be commenced where appropriate. Where the complaint is against the Scientific Director, the complaint may be made to the Board.

Pentagrit's policy similarly prohibits sexually harassing conduct by any Pentagrit personnel that may create an intimidating hostile or offensive work environment whether it be in the form of physical, verbal or visual harassment and regardless of whether committed by an individual with supervisory authority or by any other individual. Such conduct includes but is not limited to unwelcome sexual flirtations, advances or propositions; verbal abuse of a sexual nature; graphic verbal comments about an individual's body; sexually degrading words used to describe an individual; and the display in the workplace of sexually suggestive objects or pictures.

Any employee who believes that conduct in violation of this policy may be occurring or

PENTAGRIT

may have occurred is urged and expected to report the relevant facts immediately to their Managers, to the senior management or the Scientific Director or the Board.

such reports will be investigated promptly, with an effort made to keep the source of the report as confidential as possible.

It is against Pentagrit policy for any retaliatory action to be taken against an individual for reporting a possible violation of this policy and/or participating in the investigation of an alleged violation of this policy.

Appropriate disciplinary action (up to and including termination of employment) will be taken against an individual found to have violated this policy.

2.2.4 Confidential Information

“Confidential Information” means any and all information of a commercial, financial or technical nature relating in any way whatsoever to the business of Pentagrit including, without limitation, know-how, information that results from research and development, business processes and information concerning existing or prospective partners and/or clients.

Much of Pentagrit's work is of a strictly confidential nature. Pentagrit's operations depend on ensuring that information relating to the operations and that of its partners and/or beneficiaries is protected. Further, Pentagrit wishes to establish and maintain a reputation for conducting its operations in a responsible and ethical manner. All staff members are expected to protect such Confidential Information and, through their actions, demonstrate their respect for Pentagrit's corporate values.

All staff members are required to protect and maintain the confidentiality of Pentagrit, partner and client information. Staff must not, except as authorized or required by law or by their duties, reveal any Confidential Information relating to Pentagrit.

Each staff member shall use best endeavors to prevent the unauthorized publication, dissemination or disclosure of Confidential Information or any part thereof.

In addition, each staff member shall not, either during the continuance of their employment or at any time thereafter:

- Disclose or communicate to any person or permit or enable any person to acquire any
- Confidential Information other than for legitimate purposes of Pentagrit.
- Use or attempt to use any Confidential Information in any manner which may injure
- or cause loss either directly or indirectly to Pentagrit or may be likely to do so or for any purpose other than in the discharge of the staff member's duties to Pentagrit;
- Sell or seek to sell to anyone Confidential Information; or
- Obtain or seek to obtain any direct or indirect financial advantage from the disclosure of Confidential Information other than for the benefit of Pentagrit.

PENTAGRIT

These confidentiality obligations shall continue to apply after the termination of a staff member's employment with Pentagrit for whatever reason without any time limit, but shall cease to apply to Confidential Information which is divulged pursuant to a lawful court order or is in the public domain otherwise than through unauthorized disclosure by a staff member or any other person.

2.2.5 Statements

Staff shall not at any time, either during their employment or at any time after its termination, in relation to Penatgrit or its partners or clients, make any statement calculated or reasonably likely to damage it or any of them.

Staff shall not, without the prior consent of the Scientific Director, make any statement for publication in the audio-visual, print, electronic or social media touching on or concerning the business or activities of Pentagrit or its partners or clients.

2.2.6 Records

Staff shall not during their employment by Pentagrit make, other than for the benefit of Pentagrit, any form of record on whatever medium relating to Pentagrit or its partners or clients ("the Records"). A staff member shall not, either while they are employed by Pentagrit or thereafter, use or permit to be used any of the Records other than for the benefit of Pentagrit. A staff member shall, promptly, whenever requested and in any event immediately upon the termination of their employment for whatever reason, deliver up to Pentagrit the Records and all other property belonging to Pentagrit and/or referring to Confidential Information, which shall then be in their possession or under their control, or which may have been prepared by the staff member in the course of their employment and they shall not retain any copies thereof. Title and copyright therein shall remain with Pentagrit.

A staff member shall not, without the prior authority of Pentagrit, remove from Pentagrit's premises or copy or allow others to copy the contents of any document, e-mail, computer disk, storage device or other tangible and/or intangible items which contains any Confidential Information or which belong to Pentagrit.

If so requested by Pentagrit, a staff member shall delete all Confidential information from any computer disks, storage devices or other re-usable material in their possession or under their control and destroy all other documents and tangible items in their possession or under their control, which contain or refer to any Confidential Information.

2.2.7 Inventions

If, while employed by Pentagrit, a staff member, whether alone or with any other person, make, produce or are responsible for any invention, discovery, process, business idea, improvement in procedure, or method of any description that relates to or could be used in any business operations of Pentagrit (an "Invention"), the staff member shall promptly give to the Scientific Director full written details thereof and shall regard themselves in relation

PENTAGRIT

thereto as a trustee for pentagrit.

Any invention, made or discovered, while in the employment of Pentagrit in connection with or in any way affecting or relating to the business operations of Pentagrit or any partner or client or capable of being used or adapted for use therein or in connection therewith shall belong to and be the absolute property of Pentagrit or such other party as Pentagrit may nominate for that purpose.

A staff member, if and whenever required so to do (whether during or after the termination of the staff member's employment), shall at the expense of Pentagrit or its nominee, apply or join in applying for letters patent or similar protection in India or any other part of the world for any such Invention and execute all instruments and do all things necessary for vesting the said letters patent or other similar protection when obtained and all right and title to, and interest in the same, in Pentagrit (or its nominee) absolutely and as sole beneficial owner or in such other person as Pentagrit may require.

Save as provided above or as required for the purpose of obtaining patent protection, as staff member shall keep all details of any invention confidential to themselves and any solicitor, counsel or patent agent instructed by the staff member. The staff member shall not, without Pentagrit's prior written consent, apply for a patent in any country in relation to any Invention belonging to Pentagrit and shall promptly inform Pentagrit if the staff member applies for a patent in any country for an invention belonging to the staff member.

Each staff member will be required to irrevocably appoint Pentagrit to be their attorney, in the staff member's name and on the staff member's behalf, to execute and do any such instruments or things and generally to use the staff member's name for the purpose of giving to Pentagrit (or its nominee) the full benefit of the provisions of this section and, in favour of any third party, a certificate in writing signed by any Director or Secretary of Pentagrit that any instrument or act that falls within the authority hereby conferred, shall be conclusive evidence that such is the case.

2.2.8 Copyright and Other Rights

If, while employed by Pentagrit, a staff member, whether alone or with any other person, creates any copyright work or design (including, without limitation, electronic teaching, electronic training or electronic testing products or methodologies, reference products, and syllabi targeted at the primary, secondary and tertiary education markets) or any other work or matter of any description (other than an Invention) capable of protection under the copyright, design right or other intellectual or industrial and commercial property laws of any country that relates to or could be used in the business operations of

Pentagrit (a "Protected Work"), the staff member shall promptly disclose to the Scientific Director of Pentagrit full details thereof in writing and shall, if requested by Pentagrit, hand

PENTAGRIT

over to it all copies or representations of the Protected Work in any material form but shall otherwise keep the Protected Work confidential.

To the extent that Pentagrit is not already the owner of the copyright, design rights and other intellectual or industrial and commercial property rights ("the Rights") in a Protected Work, the staff member shall hold the Protected Work in trust for Pentagrit and agree to assign (and, in the case of the copyrights and design rights, hereby assign by way of future assignment of copyright and design right respectively), all Rights therein in all countries of the world to Pentagrit absolutely and shall execute all documents and do all things necessary to substantiate Pentagrit's rights in the Protected Work and to obtain protection for the Protected Work in Pentagrit's name in any country.

The staff member shall irrevocably appoint Pentagrit to be the staff member's attorney in the staff member's name and on the staff member's behalf to execute and do any such instruments or things and generally to use the staff member's name for the purpose of giving to Pentagrit (or its nominee) the full benefit of the provisions of this section and, in favour of any third party, a certificate in writing signed by any Director or the Scientific Director of Pentagrit that any instrument or act that fails within the authority hereby conferred shall be conclusive evidence that such is the case.

2.2.9 Financial responsibility

Staff members shall exercise reasonable care in any matter affecting the financial interests of Pentagrit, its physical and human resources, property and assets.

2.2.10 External communications

Official communications with external partners must be pre-approved by the Scientific Director or a Manager. The following guidelines shall apply for various types of external communications to all staff.

a) Official letters:

All official letters from Pentagrit to an external partner shall be signed by or approved by the Scientific Director or another person authorized by the Scientific Director and the Scientific Director shall be fully accountable for the contents of the letter.

The Scientific Director shall sign all contracts or agreements on behalf of Pentagrit. During his/her absence, an alternate, authorized in writing, will sign on the Scientific Director's behalf.

Staff members should direct all correspondences that are business related to the Pentagrit office address and not to their personal addresses. Pentagrit letterheads are to be used only

PENTAGRIT

for official communication. Stationary on which Pentagrit name or logo appears must not be used for personal purposes.

3 RECRUITMENT AND APPOINTMENT

Pentagrit's recruitment policy is to recruit staff members of the highest caliber through a competitive selection process based on criteria determined by the needs of Pentagrit and the requirements of the position, paying due regard to the importance of recruiting staff on a diverse basis.

3.1 Types of appointment

Appointment to the staff of Pentagrit follows one of these categories:

- a) **Open-ended:** this is a full-time appointment of indefinite duration subject to termination by notice or for cause in accordance with the terms of the respective employment contracts.
- b) **Fixed term-appointment:** is an appointment of a fixed duration usually ranging from a few months up to 5 years subject to termination by expiry of the specified period or for cause in accordance with the terms of the respective employment contracts. Fixed term contracts are utilised where there is a specific project/programme to be carried out in a specific timeframe or fixed to a specific programme/project funding cycle or tied to the completion of a specific task. Conditional on programme delivery requirements, fixed term contracts may be renewed upon mutual agreement between Pentagrit and a staff member. Staff on fixed-term contracts may be transferred to open-ended contracts subject to programme funding and organisational needs,

3.2 Classification of posts and staff

The Scientific Director and Board may periodically revise the classification system under use. In general, the posts and staff are classified as follows:

- a) **International Professional category:** international posts are subject to international recruitment and where global mobility and international experience are essential. International posts are only available to professional staff such as Managers (process, project and Managers), specialists and experts, project officers and other related posts. These posts usually require an advanced university degree and some minimum work experience.
- b) **National (local) Professional category:** These posts are subject to local recruitment where global mobility and international experiences are not essential or where specific local experience is required. National professional category posts are only available to professional staff such as Managers (process and project), advisors and experts, project officers and other related posts

PENTAGRIT

- c) **Support category:** these posts usually require a high school diploma or equivalent or first university degree with some minimum work experience. Posts in the support administrative assistants, receptionists, drivers etc. All support category staff are local recruited.

3.3 Recruitment procedures

3.3.1 Existence of a Vacancy

A Vacancy shall occur by the:

- i) Departure of an incumbent staff member.
- ii) Promotion of one staff member to a new position leaving the old position vacant.
- iii) Creation of a new position as a result of a review of the organization or due to programmatic requirements.

The Scientific Director will approve any vacancy. Upon the Scientific Director's approval of the vacancy, the Manager to whom the post reports together with the senior management will prepare or update the Job Description. The Job Description will contain as a minimum the following:

- Job title and reporting relationship
- Contractual nature of the job (e.g. international or local, open-ended or fixed-term)
- Location (e.g. Headquarter, country based)
- Key responsibilities and duties
- Educational and professional qualifications
- Experience required
- Performance targets
- Recruitment criteria such as specific skills requirements, personal attributes and capabilities must be approved by the Scientific Director before the job is advertised. Once approval is given, the Manager to whom the post reports will forward the Job Description to Human Resource for advertisement.

3.3.2 Advertisement of Vacancy

It is Pentagrit's policy, subject to the relevant employment laws, to advertise vacancies when they occur in order to reach as many potential applicants as possible and thereby increase or have a broader base from which to select the best candidates. Where the Board so directs and subject to availability of funds, the services of recognized recruitment agencies or consultants may be utilized to identify suitable candidates particularly in respect of senior management categories.

All vacancy announcements will detail the Job Description for the post as well as a deadline for the applications and title and address of the contact person within Pentagrit. All potential applicants will be required to submit formal written applications within the deadline given in the vacancy announcement.

PENTAGRIT

International vs. Local advertisement

International posts will usually be advertised internationally while local posts will be advertised only locally.

Internal advertisement

To strengthen internal capacity and provide opportunities for advancement, some vacancies, as determined by the Scientific Director or the Board may be advertised exclusively internally i.e. only open to existing Pentagrit staff members. If no suitable internal candidates are found, the vacancy may be advertised either locally or internationally depending on the classification of the post.

3.3.3 Selection process

Selection of candidates for vacant posts will be based on qualifications and experience required. Typically, the selection process will follow the route outlined below:

Step 1: Long-list of all applicants prepared

Step 2: Short-list of most suitable applicants made based on qualifications and experience. Short-list will normally be between 5 and 10 candidates.

Step 3: Initial interviews by telephone or other electronic communication medium

Step 4: Face to Face or online interviews for the top 3 candidates after initial interviews where possible. Face to Face or online interviews may be conducted by 2 or more Staff of whom one is the recruiting Manager in a Panel format or through individual meetings.

3.3.4 Reference Check

The top applicants to a vacancy must have their references verified by email before appointment. The HR Manager or senior management will conduct the reference check. Internal candidates will not require reference checks.

A reference check may include previous employment verification, conduct and performance at previous employments, reviewing samples of previous work e.g. publications, verification of academic credentials or any other information pertinent to the vacancy as well as a criminal records check.

Candidates found to have a criminal record or candidates that provide pertinent information during recruitment which is found to be false after a reference check shall be automatically disqualified from appointment.

PENTAGRIT

3.4 Appointment Procedures

3.4.1 Offer of appointment

The offer of appointment will be made in writing subject to satisfactory reference checks and medical clearance, through a Letter of Appointment and/or a Contract of Employment detailing the terms and conditions of employment and the effective date of appointment. The Letter of Appointment and/or Contract of Employment is signed by the Scientific Director.

The Letter of Appointment for the Scientific Director will be signed by the Chair of the Board or another designated Board member.

3.4.2 Acceptance of appointment

Acceptance of appointment will be accomplished by returning to the HR manager a counter-signed copy of the Letter of Appointment within the specified date as mentioned in the offer letter.

3.4.3 Limitations on Appointment

a) Age

Persons younger than 18 years or older than 60 years old may not be appointed as staff members.

b) Close Relatives

A person who is the father, mother, son, daughter, brother or sister of an existing staff member is ineligible for employment by Pentagrit.

3.5 Orientation and Induction

An orientation programme will be in place to introduce newly employed staff to Pentagrit and to explain policies and staff member's professional responsibilities. The orientation programme will include discussion of the following:

- Pentagrit Vision and Mission Statement and corporate values
- Pentagrit Structure and Organization goals
- Job description and levels of responsibilities in the organization
- Pentagrit areas of operations, type of services provided by Pentagrit and general environment in which Pentagrit operates
- Pentagrit's Human Resource Policies and Procedural Manual

3.6 Probation

A formal probationary evaluation shall be conducted by the staff Member's Manager together with a senior management representative.

PENTAGRIT

3.6.1 Length of Probation

The probationary period will be Three months for all staff contract exceeding 12 months. The probation period may, with the agreement of the staff member, be extended for a further period (to a maximum of six months) by the staff member's Manager in consultation with a senior management. Extension may be necessitated if a staff member's performance is below a set standard or for disciplinary reasons. In this instance, the staff member is usually given a period of time to either improve their performance or modify their behavior before more severe measures are used in line with the Disciplinary and Termination policies in this Manual.

3.6.2 Evaluation during the Probationary Period

During the probationary period, the staff member's immediate Manager shall:

- a) as soon as practicable, meet with the staff member to establish the staff member's job description and performance targets; and
- b) Provide the staff member feedback on the staff member's suitability and progress based on achievement of the set targets, technical qualifications and professional behaviors.

At the end of the first 3 months probationary period and at the expiry of any extension(s), a formal assessment of the staff member's performance, technical qualifications and professional behaviors shall be carried out by the staff member's immediate manager in consultation with senior management. A Manager together with the immediate manager may also participate in the formal assessment. The results of the formal assessment will be documented and signed by both the immediate Manager and the staff member.

3.6.3 Decisions on Confirmation of Appointment

Confirmation

At the end of the probationary period, a decision to confirm a staff member's appointment shall be made by the staff member's immediate Manager, in consultation with senior management, based on the written assessment of the staff member's performance, technical qualifications and professional behaviors. The effective date of confirmation shall be the date specified by the Manager. The staff member will receive written notice of confirmation.

Non-Confirmation

At any point during or at the end of the probationary period, the staff member's immediate Manager may recommend to management to end a staff member's employment by seven (7) days' written notice of non-confirmation of appointment or payment in lieu of notice. The written recommendation to not confirm must be supported by:

- a) Prior written notice to the staff member concerning deficiencies in his/her performance, technical qualifications, or professional behaviors;
- b) Reasonable guidance and opportunity to demonstrate suitability for the position, and warning that failure to do so may result in termination.

PENTAGRIT

The staff member shall be provided an opportunity to comment on the recommendation. The recommendation, together with any comments of the staff member, shall be submitted to senior management for a decision, which shall be made in consultation with the senior management and with notice to the Scientific Director and which decision shall be final.

3.7 Changes in Terms and Conditions of Employment

As staff progress within the organization, there will be changes in their terms and conditions of employment. These changes will be communicated in writing to staff members within 30 days of any such changes being made. Such changes may include increase in salary, change of job title, change of location of employment, change to fixed term contract or full time, promotion, increase in salary upon attainment of an additional relevant qualification or a combination of the above.

The written amendments of employment will include details of the amendment, date on which the amendment was effective and confirmation that the amendment has occurred.

4 REMUNERATION AND BENEFITS

4.1 Introduction

It is Pentagrit's policy to endeavor to provide its staff members' salaries and other terms and conditions of employment that are competitive and with aims and objectives similar to those of Pentagrit.

It is the responsibility of the Scientific Director to develop and update Pentagrit's remuneration policy and structure for all Pentagrit staff members in accordance with the structure of the organization and the authorized staff establishment. The Board of Pentagrit shall consider and approve the remuneration policy and structure.

4.1.1 Salary policy on appointment and promotion

For each new appointment to a post, the point of entry on the salary scale shall be specified in the letter of appointment and will normally be on the first (lowest) step of the level of his or her post unless otherwise decided by the Scientific Director.

In exceptional cases, new hires with significant and relevant experience, a track record of achievement relative to the job specification and academic qualification above and beyond the minimum requirements.

On promotion, a staff member shall be placed at the first (lowest) step of the level of the

PENTAGRIT

post to which he or she has been promoted provided that the salary at this level is higher than that of the previous post. Where the salary at the promoted level is lower, the staff member shall be placed at the next lowest step of the level of the post to which he or she has been promoted that would ensure an effective salary increase.

4.2 Salary calculation and payment

Salaries will be paid monthly in arrears by electronic transfer on or before the last working day of each month to the staff member's bank account notified in advance to Pentagrit in writing. Payment will be net of all statutory deductions and other amounts due by the staff member. Pay for periods of less than one month will be calculated on the basis of actual days worked and any paid holidays falling within the period worked. Pentagrit reserves the right to alter the method of payment of salaries, as may be reasonably required from time to time.

All staff members will receive a payslip each month showing the amount of net and gross remuneration, and the nature and amounts of all deductions.

Temporary Responsibility Allowances

Temporary Responsibility Allowance (TRA) may be paid to staff member who are taking on additional responsibilities over and above those set out in their job description at either a higher, same and lower level and for a short period of time.

5. ATTENDANCE AND LEAVE

Pentagrit is a small organization whose work is predominantly advisory and knowledge-based to meet its development objectives. Staff members of Pentagrit are expected to work together in project teams, devising innovative solutions and approaches to Pentagrit's partners' needs and subject to tight deadlines imposed by Pentagrit's partners. The nature of this work calls for close team-work and collaboration, regular "knowledge consultation" or brainstorming, total trust in other team members and individual integrity and accountability. Team-cohesion in a situation where staff members come from diverse backgrounds and countries is paramount. The cyclic nature of the funding also calls for efficiency, effectiveness and proven impact of Pentagrit's work.

5.1 Hours of Work

Staff members are required to work the normal working hours which are 9.00 am to 6:00 pm Monday to Saturday, with 45 Mins for lunch. Pentagrit reserves the right to alter these working hours from time to time. The official working hours for all Pentagrit staff is 40 hours in a week.

PENTAGRIT

Given the nature of Pentagrit's work described above, staff will be required, from time to time to work additional hours and undertake travel outside of normal working hours without additional remuneration.

Flexible working hours can be agreed between staff and Managers taking into account both individual needs and organizational needs. Such arrangements made within programme/project teams will need to be cleared by the Scientific Director to ensure they do not jeopardize group activities or other organizational considerations. Any approved

flexible working hours are not a right for the staff affected and flexibility is needed since organizational priorities should always take priority when there is conflict in time demands

Attendance and Punctuality

Attendance is a key factor in your job performance. Punctuality and regular attendance is expected of all employees. Excessive absences (whether excused or unexcused), lateness or leaving early is unacceptable and will be grounds for discipline up to and including termination.

5.2 Policy on Casual leave

5.2.1 Casual leave entitlement

Casual leave entitlement for each staff member is set out in their contract of employment. The standard entitlement for full-time staff members is 12 days per annum. Calculations of Casual leave for service of less than one year shall be made in proportion to the length of service. This means that leave accrues at the rate of 1 day per month. Pentagrit's Casual leave year runs from 1st April to 31st March.

In cases where staff is necessitated to put in considerable additional time either during public holidays or weekends, a manager can recommend an appropriate acknowledgement of this additional work through time off for that staff member. Such provision should be taken at periods convenient to both staff and the organization and will need to be approved by the Scientific Director.

Recall from Leave

Pentagrit may recall a staff member from leave or cancel authorization to proceed on Casual leave due to an emergency situation. In such events, whatever Casual leave days remain due to the staff member should be taken as early as possible within the same year or may be carried forward into the next year subject to the policy on accumulation on leave above.

PENTAGRIT

5.2.2 Company holidays

Company holidays are granted at the discretion of management and may be changed from time to time. Currently, Company Holidays are as follows:

5.2.3 Application and approval process

Staff members are expected to manage their Casual leave entitlements to ensure that:

- Leave is taken during the year and not accumulated or carried forward.
- Preliminary approval for leave must be sought from the Manager in consultation with the Manager: Human Resource in writing.
- Notice of a minimum of 10 working days is given to the staff member's Manager.
- There is minimum impact on Pentagrit programmes and activities that fall within the scope of the duties of the staff member.

5.2.4 Records

Casual leave entitlements and time taken form part of the staff member's HR records. The HR Manager maintains an Casual leave record for each staff member and this is the official record of the staff member's leave.

It is the responsibility of the staff member to ensure that the records held by the HR Manager are accurate and up to date and that the HR Manager is informed promptly about any changes.

The HR Manager uses the documented approval by the Scientific Director to update the Casual leave records. The HR Manager keeps the email approvals as supporting documents for the Casual leave records.

5.2.5 Leaving the organization

Accrued Casual leave shall not be automatically used to serve for notice period in the event of termination/resignation of employment. Work priorities permitting, Pentagrit will do its best to make time for leave during the notice.

In the event that Casual leave already taken by the Staff member exceeds the entitlement at the date of termination, the excess leave taken shall be deducted from the Staff member's final net salary payment or repaid to Pentagrit (as appropriate) at the rate of one day's salary for each day of leave already taken which is in excess of the accrued Casual leave entitlement.

PENTAGRIT

5.3 Special Leave

5.3.1 Compassionate and Emergency leave

The Scientific Director may grant a staff member up to a maximum of 3 days' compassionate leave annually to cover the death or serious illness of a close member of the family. Close members of the family shall mean only one legal spouse or domestic partner, children, parents, brothers and sisters, grand-parents and parents-in-law.

5.3.2 Sick Leave

Staff members who are unable to perform their duties by reason of illness or injury or whose attendance at work is prevented by public health requirements will be granted sick leave.

Certified sick leave

Sick leave taken by a staff member in excess of three consecutive working days at any time shall be required to produce a certificate of incapacity from a duly registered medical practitioner stating clearly the probable duration of absence from duty.

When these conditions are not met, the absence shall be treated as unauthorized absence.

Obligations of staff members

- a) Staff members shall inform their immediate Manager as soon as possible of absences due to illness or injury. This usually means within 2 hours after the normal starting time by telephone or other message. The immediate Manager should promptly notify the Scientific Director and the HR manager of the staff member's absence due to illness or injury.
- b) Staff members shall promptly submit any medical certificate or medical report required under conditions to be specified by the Scientific Director.
- c) A staff member may be required to submit a medical report as to his or her condition or to undergo a medical examination by a medical practitioner designated by Pentagrit. When, in the opinion of the designated medical practitioner, a medical condition impairs a staff member's ability to perform his or her functions, the staff member may be directed not to attend the office and requested to seek treatment from a duly qualified medical practitioner. The staff member shall comply promptly with any direction or request under this rule.
- d) A staff member shall immediately notify his or her Manager or the HR Manager of any case of contagious disease occurring in his or her household or of any quarantine order affecting the household. In such a case, the staff member may be excused from attendance at the workplace on the advice of a qualified medical practitioner which advice shall include the amount of time off required. If so, the staff member shall receive full salary and other emoluments for the period of authorized absence.

PENTAGRIT

- e) A staff member shall not, while on sick leave, leave the duty station without the prior approval of the Scientific Director.

6 PENTAGRIT TRAVEL POLICY

6.1 Statement of Policy

The nature of Pentagrit's mission and organization means that its staff members may be asked to travel in the normal course of operations for meetings, conferences, and for other business reasons. It is the policy of Pentagrit to pay for costs incurred by staff members in the course of business-related travel, provided that the expenses are authorized, incurred and consistent with Pentagrit's mission.

6.2 Finance and administration arrangements

6.2.1 Approval to travel

Before travel is undertaken, it shall be authorized in writing by email. In exceptional cases, staff members may be authorized to travel on oral orders, but such oral authorization shall require written confirmation. A staff member shall be responsible for ascertaining that he or she has the proper authorization before commencing travel.

Staff members are expected to plan their travel assignments as far in advance as possible in order to minimize flight costs.

Travel for staff members should be initiated by a project or programme manager within the objectives of their project or programme. Individual travel proposals are formulated in conjunction with project/ programme managers and costed travel proposals are submitted to the Manager and/or the Scientific Director for approval. In the preparation of costed travel proposals, project or programme managers should consult the Finance and Administration team for cost estimates. Costed proposals should reach the Manager and/or the Scientific Director not less than a month prior to the proposed travel.

The costed travel proposal should include:

- a) The name of the person(s) travelling
- b) Itinerary with times and dates of departure and return
- c) Expected cost of flight, per diem allowance and other costs
- d) Programme to which the travel assignment relates (and where it is budgeted)
- e) Specific activity or task in the Programme's Work Plan to which the travel contributes
- f) Reason for travel

PENTAGRIT

If the proposed travel dates / location / purpose / expected costs change then the travel proposal must be updated and major changes approved again. The final costed travel proposal should match the final itinerary as much as possible.

Advanced funds

In cases where a staff member requires a travel advance and have been approved for same, the staff member shall account for the advance within seven (7) days, following the date of return from the trip, by submitting all the travel expenditure itemized receipts/vouchers and the required documentation for approval.

The approved expense claim shall then be submitted to the Finance and Administration office to determine how much should be returned by or refunded to the travelling staff. The travel reconciliation documents must be approved before any recoveries/refunds are made. All outstanding un-reconciled travel advances for more than 30 days will be recovered through the payroll system.

6.2.2 Flights

All tickets for official travel of staff members shall be purchased by Pendagrit in advance of the actual travel. A staff member may be authorized to purchase his or her own tickets under conditions established by the Scientific Director.

All flights must be booked by and through the Finance and Administration office. All travel must be economy class. Advice will be provided as to travel options, visa requirements and accommodation.

Once the booking has been made and confirmed by Finance and Administration, changes and cancellations must also be approved. Only changes due to legitimate business reasons will be considered.

It is the responsibility of the traveler to ensure that they have all the correct documentation prior to travel, including valid passport, tickets, visas, accommodation booking references etc.

6.2.3 Other expenses

Staff members are allowed to claim all other approved travel and business-related expenses through their expense claim or travel cost statement. This includes visas, taxi fares, and specific business-related medical expenses. All expense claims must be supported by original itemized receipts.

In exceptional circumstances where it was not possible to obtain a receipt, a staff member may issue a "self-receipt" clearly detailing the expenses incurred, when and where the expenses were incurred and the nature of the expense. Any such receipt should be forwarded to the Finance and Administration office as part of the total expenses claim after being approved by a Manager.

PENTAGRIT

Specific expenses not reimbursable

- Sundry expenses covering personal effects such as razors, soap, toothpaste, souvenirs, health club facilities etc. are not reimbursable.
- Alcoholic drinks, mini-bar refreshments, video rentals or pay TV are not reimbursable.
- Laundry expenses for trips less than one week are not reimbursable
- Lost luggage and contents.
- Wrapping cost for luggage
- Credit card surcharges-Pentagrit will provide per diem prior to travelling.

Reimbursement of approved expenses

All expenses are reimbursed on a monthly basis together with the staff member's regular salary payment unless otherwise agreed by a Manager.

Employee Responsibility

Each employee is solely responsible for the timely reconciliation of his or her expense report providing full documentation as verification of each expense. Pentagrit requires that expense documentation provide a clear explanation of the business purpose. For assistance with documenting expenses appropriately, refer to the Chart of Accounts for GL account definitions, or contact Finance team for greater detail.

Manager Responsibility

Each approving manager is responsible for reviewing the expenses submitted by their direct reports for validity, accuracy, compliance and appropriate documentation prior to timely approval of the expenses.

Receipt Substantiation

In order for the foundation to remain in compliance with travel policy and reporting requirements, receipts must be submitted for expenses including hotel expenses, taxi expenses, visa fees etc. No receipts are required for airfare booked by Finance and Administration team through a travel agent as travel receipt information will be supported by their invoice to Pentagrit. Where a receipt is missing, the employee should contact the supplier of the service/goods to obtain a certified copy of the missing receipt.

6.2.4 Local travel

Local travel is normally reimbursed based on actual itemized receipts through the staff member expense claim system.

PENTAGRIT

6.3 Other related policies and issues

Staff may, subject to prior written approval by the Manager, take personal time out of their Casual leave entitlement and subject to the leave policy at the start and/or end of a business trip provided that this does not give rise to additional costs for Pentagrit or cause any disruption to Pentagrit business. Per Diem allowances will not be paid for this personal time. Staff should also note that the Pentagrit travel insurance policy referred to in section

7 PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT

Pentagrit recognizes that it's most important asset is its staff members who are expected to exhibit the highest standards of competence, efficiency and integrity in the discharge of their functions. Their performance will be appraised periodically to ensure that the required standards of performance are met by well-motivated staff members. Pentagrit will employ performance appraisal system where every employee is constructively and fairly assessed, and training and development needs identified and supported. The purpose of performance (which includes professional and work-place behavior) appraisal is for:

1. Establishing performance guidelines

The best way to consistently track exceptional performance is through an appraisal process that will be done regularly, one-on-one, and also through discussions on how the staff is expected to execute his job responsibilities that will be assessed at the end of the year.

2. Track strengths and weaknesses

We acknowledge that no one person determines an organizations success. Different staff bring different experience and strengths to the table, allowing projects to succeed with minimal delays. The best way to ensure the right staff come together is to track individual strength and weaknesses. Consistent performance appraisals make that information easily accessible when it is time to hand out new assignments.

3. Identifying promotion candidates

Hiring from within Pentagrit will keep organizational memory strong, allowing for continuity of management styles. With performance appraisals, hiring managers will look back over the applicant's entire work history to establish if an internal candidate is best suited for a promotion.

PENTAGRIT

4. Offer feedback

Constructive criticism provides employees with the necessary information to improve their on-the-job performance. Staff will be informed about performance expectations and therefore they will be better placed to meet the challenges of excellence. Managers will give staff feedback about their performance on a regular basis thus opening up lines of communication, enabling a good working relationship and encouraging a spirit of collaboration. Both the manager and the staff will work together to tackle the roadblocks to success.

5. Introducing training programs

Performance reviews offer an excellent time to discuss additional training and continuing education requirements. Professionals need to stay up-to-date on industry best practices. Not only do training programs help keep employees current on new policies and procedures, they also help keep employees on the cutting edge of technology. Office software, project management solutions and even management philosophies change as businesses adapt to changes in the marketplace. The give and take of a formalized performance review system allows employees to feel comfortable during their daily work activities.

They will receive positive reinforcement for a job well done and corrections when necessary to correct bad work habits. It is important for employees to know where they stand in their workplace.

6. Meeting Job Expectations

Pentagrit will conduct performance appraisals to ensure staff understand their job expectations. Job descriptions and job specifications will document the tasks and duties for which staff are responsible. During the performance appraisal meeting, the manager will generally begin the meeting with an explanation of the employee's job. If there are any questions about performance expectations, they will be addressed immediately.

7. Achieving Organizational Goals

Performance appraisals will be used as a tool for measuring employee capabilities, skills and fitness. Evaluating the skills and talent that a staff brings to Pentagrit will assist managers and staff in identifying the staff's professional goals to ensure both the staff and Pentagrit are on the right track to achieving their goals.

8. Managing Succession Plans

Succession plan will form a key element in human resources management and executive leadership strategy in Pentagrit. Staff who possess expertise, leadership capabilities and the desire for promotional opportunities will be tapped for more responsible roles within the Pentagrit. In part, succession planning will depend on the most accurate appraisal of staff contributions and successes.

PENTAGRIT

9. Identifying and recognising exceptional performance

Pentagrit will use performance appraisals as the key way to identify and recognize exceptional workplace performance. Performance appraisals and anticipated performance levels help determine budgets for salaries, wages, and other financial payments.

Any additional award of recognition shall be at the discretion of the Management and shall not constitute a legal entitlement on the part of the staff and shall be based on performance appraisal, past performance improvement, dependability, attitude, cooperation, disciplinary action taken, adherence to all employee policies and the salary range of the staff's position.

Criteria for the recognition of exceptional performance

EXCEEDS JOB EXPECTATIONS - Consistently exemplary performance, including in demanding situations or circumstances.

- a. Staff member's performance is superior and consistently exceeds the requirements of the job. This exemplary high performance level is also seen in demanding situations and circumstances
- b. Staff member excels in the accomplishment of all responsibilities, tasks, and objectives, having performed with the utmost excellence in each and all objectives of job performance on a sustained basis. He or she is widely recognized as an expert because of his or her own exceptional knowledge and authority.
- c. Staff members decisions and recommendations are sound and are frequently related to the highest priority and most complex aspect of the position's responsibilities.
- d. Staff member demonstrates a thorough understanding of the job, frequently perceives aspects of the position which are seldom perceived by others and initiates, plans for, and accomplishes many innovative and valuable objectives for the unit/Pentagrit.

The Scientific Director reserves the right to change the above criteria, overrule the criteria and recommend and approve awards in a different manner that prescribed above and in conjunction with the Board of Directors.

7.1 Annual Performance Review

The annual review procedures are as follows:

- a) At least once in a twelve months period, the immediate Manager and the staff member shall meet and discuss the staff member's performance (consisting of among others Main Tasks Performed as per job description and/or set goals, Professional Competence, Quality of Work, Quantity of Work, Work Relations, Work-place behaviour, Communication Skills and Supervisory Skills if applicable), achievements, strengths, areas for improvement, future development needs and future goals and action plans.
- b) The Manager shall provide the staff member with a written summary assessment of the staff member's performance during the review period.

PENTAGRIT

- c) The Manager in consultation with the staff member shall establish in writing the development priorities for and the results to be achieved by the staff member during the upcoming review period.
- d) If during the review period the staff member has reported to more than one Manager for a period of three months or more, the Manager may request the other Manager(s) to provide supplemental written performance evaluations to the staff member.
- e) The staff member may submit written comments on the performance evaluation and any supplemental evaluation.
- f) The staff member shall sign the written performance evaluation and any supplemental evaluation to verify that he or she has participated in a performance review discussion and has read the completed evaluation. Should a staff member refuse to sign the performance evaluation or a supplemental evaluation, the Manager shall continue the evaluation process noting any reasons given by the staff member for the refusal, if any. In this case, the evaluation report shall be forwarded to a Manager or the Scientific Director for review. The Scientific Director or Manager will review the evaluation and provide comments either agreeing or disagreeing with the assessment and providing recommendations. The Manager or Scientific Director may meet and discuss with the staff member any issues as part of the review.
- g) The signed evaluation report together with any staff or Manager/ Scientific Director comments and recommendations will be sent to the HR Manager for filing.

A time table will be prepared by the Scientific Director in consultation with the HR Manager for the completion of annual performance reports.

7.2 Managing unsatisfactory performance

If a Manager determines that a staff member's performance (which includes professional and work-place behaviour) is not satisfactory, the immediate Manager in conjunction with the line Manager will discuss, share and document opportunities to improve performance deemed unsatisfactory with the staff member in writing:

The aspects of performance that are not satisfactory,

- Guidance on what improvement is expected and by when, and
- The possible consequences of failure to improve.

The immediate manager in conjunction with the line manager may request that the Scientific Director:

- a) Request a health assessment from a duly registered medical practitioner if performance problems are believed to be health-related.
- b) Consider reassigning the staff member to another position or assignment to a lower level position provided that the staff member has been given a reasonable opportunity to improve their performance.

PENTAGRIT

In the case of failure to achieve or sustain satisfactory performance following a documented opportunity to improve, a Manager may recommend, with the concurrence of the Scientific Director and the senior management termination for unsatisfactory performance as detailed under the section on Separation from Service.

7.3 Promotion /Advancement

Promotion involves the advancement of a staff member from one job category to another with more responsibility and authority. Promotion has an added cost/value. In the case of Pentagrit, promotion and advancement are synonymous although advancement could have wider connotations.

For Pentagrit, promotion will occur when, subject to Pentagrit's overall recruitment policy, a staff member is elevated to a more senior level post which has fallen vacant or is newly created. Such an elevation or appointment will be based on the recognition of the staff member's good and exemplary performance in her/his current post and her/his ability to perform higher duties and responsibilities. This will be determined through assessment and appraisal reports. An internal competitive process may also be required.

The effective date for promotions described above is the first day of the month following the promotion decision. Salary increases due to promotion will also start on the effective date.

7.4 Professional Development

Pentagrit encourages staff members to pursue on-going professional development activities for self-advancement and for the good of Pentagrit. The Scientific Director shall from time to time provide guidelines on staff professional development.

8 SAFETY, HEALTH AND WELFARE AT WORK

As an organization, Pentagrit follows the guidelines of and complies with the Occupational Safety and Health Act of India,

Many of the issues in the Safety Statement below are generic and apply to all types of offices. Pentagrit will, subject to the relevant law, undertake Risk Assessment audits periodically to identify issues relating specifically to Pentagrit and these issues are also included in the Safety Statement.

If there are any safety, health and welfare at work issues that Staff feel are not addressed in this document, they should be brought to the attention of management. No staff member shall be discriminated, dismissed, or disadvantaged in respect of their employment or have

PENTAGRIT

their employment position altered to their detriment by reason only that the employee:

- a) Makes a complaint about a matter which the staff member considers is not safe or is a risk to his health;
- b) Exercises any of his functions as a member of the safety and health committee.

8.1 Safety Statement

8.1.1 Introduction

This statement sets out the Pentagrit health & safety policy and the means through which that policy is to be implemented. Our objective is to provide a safe and healthy place of work for all staff members and to meet all our duties and obligations to our clients.

It is Pentagrit's intention to protect its staff members from accident or ill health at work. The organization will seek to ensure that all its equipment and systems do not constitute a risk to the Health & Safety of its staff members and Pentagrit will to the extent reasonable and practical consult with staff members on risk improvements.

8.1.2 Roles and Responsibilities

Pentagrit's approach to Health & Safety, as far as is reasonably practicable, will be to provide a safe place of work as well as:

- To prevent as far as is reasonably possible, any improper conduct or behaviour likely to put the Safety, Health & Welfare of staff members at risk
- To consult with staff on all Health & Safety matters.
- To provide protective clothing and equipment where necessary.
- To provide a safe means of entering and leaving the building.
- To continue to identify and control hazards
- To provide a safe system of work practices.
- To provide appropriate information and training to staff on a regular basis.
- To make Health & Safety a key issue.

Pentagrit Responsibilities:

The responsibility for the provision of a safe place of work rests with the Management of Pentagrit Specifically, these responsibilities are:

- a) the provision and maintenance of plant and systems and procedures of work that are safe and without risks to health;
- b) arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
- c) the provision of such information, instruction, training and supervision as is necessary to ensure the safety and health at work of every staff member;

PENTAGRIT

- d) the maintenance of any workplace under Pentagrit's control, in a condition that is safe and without risks to health and the provision and maintenance of means of access to and egress from it that are safe and without such risks to health;
- e) the provision and maintenance of a working environment for every staff member that is safe, without risks to health, and adequate as regards facilities and arrangements for the employees welfare at work;
- f) informing all staff members of: (a) any risks from new technologies; and (b) any imminent danger; and
- g) Ensuring that every staff member participates in the application and review of safety and health measures.

Staff member Responsibilities:

As a valued staff member of Pentagrit, each staff member has a responsibility to themselves and to fellow staff members to carry out their work in a safe and considerate manner. Staff members must:

- Co-operate with Pentagrit in maintaining a safe work place.
- Report any potential hazards or accidents promptly to their Manager and not work in any hazardous conditions should they, in the staff member's opinion, exist.
- Be aware of the nearest emergency exits and firefighting / first aid equipment.
- Never interfere with or misuse anything provided by the company in the interests of Health & Safety.
- Read the company Health & Safety statement and obey all mandatory signs and safety and health procedures, requirements and instructions for the staff member's own and other employees' safety.
- Not partake in any form of horseplay or prank or unbecoming behaviour likely to lead to injury to themselves or others as the staff member is responsible to ensure the staff member's own safety and health and that of other persons who may be affected by the staff member acts or omissions at the workplace

At all times wear or use any protective equipment or clothing provided by Pentagrit

For the purpose of preventing risks to the staff member's safety and health

Risk Assessment / Hazard Analysis

A hazard is anything at work that might cause harm, e.g. electricity, hot surfaces, lifting heavy loads, slippery floors, and poorly lit stairways etc. Staff must be aware of the potential hazards and risks involved and report specific hazards to management.

Consultation:

Pentagrit is committed to consulting with its staff members regarding safety, health and welfare at work. Staff will be involved in the identification of hazards and trained in dealing with the hazards identified. This Safety Statement will be included in induction training and staff will be advised on how to deal with any problems that arise.

PENTAGRIT

8.2 Reporting of Accidents:

Staff are required to report all accidents and near misses, whether resulting in injury or not, to their Manager and/or the Scientific Director. All accidents will be investigated by a member of senior management team and a written report prepared and kept in the general register. Corrective action will be taken where necessary to avoid a reoccurrence. Accidents involving persons who are not members of staff but are visiting or working on the premises must also be reported.

Employers are obliged to report certain occurrences to the area occupational safety and health officer as follows:

- 1) Where an accident in a workplace, causes the death of a person therein, the employer or shall:
 - a) Inform the area occupational safety and health officer within twenty-four hours of the occurrence of the accident; and
 - b) Send a written notice of the accident in the prescribed form to the area occupational safety and health officer within seven days of the occurrence of the accident.
- 2) Where an accident in a workplace causes non-fatal injuries to a person therein, the employer shall send to the area occupational safety and health officer, a written notice of the accident in the prescribed form within seven days of the occurrence of the accident.

Members of staff will be required to cooperate with Pentagrit as necessary to enable Pentagrit to observe and comply with the above requirements.

8.3 Safety, Health & Welfare Issues applicable to all staff

The following policies apply to all Pentagrit staff regardless of location:

Smoking, Alcohol and Drugs:

It is not permissible to attend work under the influence of intoxicating liquor or drugs.

The smoking of tobacco products is prohibited in the Pentagrit offices. Smoking can take place outside buildings at least 3 metres distance away from door entrances and windows. This smoking policy forms part of the overall Health & Safety Policy.

with under the Company's disciplinary procedure. Visitors, contractors and temporary members of staff are expected to abide by the terms of this policy.

8.4 Safety, Health & Welfare at Pentagrit Offices

8.4.1 Attention to safety and office cleanliness

All staff are expected to give due attention to safety in the office. That includes:

- Taking due care on stairs and around the office
- Keeping offices clean and clutter-free without obstructions
- Informing management if anything is in need of attention or repair.

PENTAGRIT

- Cooperate with the organization with regard to safety, health and welfare at work
- Participate in any safety and health training offered by Pentagrit

8.4.2 Fire Procedures

Office should have a fire alarm, readily accessible fire extinguishers, a documented fire evacuation procedure and safe exit.

In the event of a fire and providing there is no danger to the persons concerned every effort should be made to extinguish or contain the fire pending the arrival of the fire brigade. The magnitude of the outbreak must dictate whether attacking the fire should take priority over reporting and evacuation. All staff should be familiar with the exit routes and should also know the location and type of fire extinguishers in the office.

If a staff member discovers a fire the staff member should:

- Activate the fire alarm.
- Not under any circumstances, expose themselves to danger.
- Leave the building by the nearest fire exit and proceed to their designated assembly point.

If a staff member hears the alarm the staff member should:

- Switch off any equipment under the staff member's control and leave the building by the nearest fire exit.
- Not stop to collect personal belongings.
- Once outside, not enter the building until the staff members are told it is safe to do so.

Management will on occasion perform fire drills to ensure that procedures are known and followed in the event of a real fire.

8.4.3 Staff Security

Office should have restricted access to prevent unauthorized persons from entering the office. This restricted access should not impede staff in the event of a fire.

8.4.4 First Aid

Office should have free access to a first aid box. First aid boxes should be checked on a regular basis and shortages replaced. Staff members have an obligation to ensure that first aid boxes, like any safety equipment.

8.4.5 Personal safety and security

Staff members should take all necessary measures to ensure their personal safety and security while travelling. All incidents must be reported to Pentagrit.

It is the responsibility of both the staff member and their Manager to ensure that staff

PENTAGRIT

members remain in contact and contactable while travelling, in so far as that is practicable

8.5 Any other issues

Staff members should bring to the attention of the HR Manager or a Manager and/or the Scientific Director any safety, health and welfare at work issues that the staff member feels are not addressed by this policy.

9 GRIEVANCE, DISCIPLINARY AND DISMISSAL POLICY

By accepting employment with Pentagrit, staff agrees to work in a responsible, disciplined, harmonious and productive manner. Staff will be expected to be loyal to the organization and act in a manner conducive to the achievement of its objectives.

It is the expectation of Pentagrit that all its staff members' conduct is beyond reproach and that the staff members' loyalty, commitment and dedication to work are demonstrated by productive results in their work outputs.

The purpose of establishing disciplinary procedures for organization is not to police staff behavior but to give mechanisms to ensure minimum standards of behavior are observed in

accordance with Pentagrit values. It is the intention of Pentagrit that disciplinary action shall have the aim of correcting or improving performance and conduct where breaches of discipline do not warrant dismissal. All disciplinary hearings and actions are to be heard and recorded in the employee's personal file by the Manager: Human Resource. Such disciplinary actions shall be duly signed by the employee as well.

All Pentagrit staff members are subject to disciplinary action as and when their performance, behavior or conduct warrants it. Depending on the seriousness of the offence, disciplinary action will range from verbal reprimand to summary dismissal.

9.1 Staff member Grievance Procedure

The purpose of the staff member grievance procedure is to ensure that any staff member who feels he/she has not received fair and equitable treatment may, without fear of reprisal, bring his/her complaint to the attention of the staff member's immediate Manager or a Manager or Scientific Director for appropriate consideration and resolution.

Complaints of alleged violations of established policies and practices should be addressed through the grievance procedure. Examples of such violations are: unsafe working conditions, unfair disciplinary action (including employment termination), improper payment or calculation of benefits.

PENTAGRIT

9.2 Disciplinary measures

Disciplinary measures may be imposed whenever there is a finding of misconduct. Upon a finding of misconduct, disciplinary measures imposed by Pentagrit on a staff member will be determined on a case-by-case basis. Any decision on disciplinary measures will take into account such factors as the seriousness of the matter, any extenuating circumstances, the situation of the staff member, the interests of Pentagrit, and the frequency of conduct for which disciplinary measures may be imposed.

Depending on the circumstances of the case, one or more of the following disciplinary measures may be taken by Pentagrit when misconduct is determined to have occurred:

- Verbal or written warning;
- Deferment, for a specified period, of eligibility for salary increment or considerations for promotion;
- Suspension from duty without pay for a specified period;
- Reassignment to a lower remunerated role in Pentagrit
- Removal of privileges or benefits, whether permanently or for a specified period of time;
- In compensation for a loss to Pentagrit, deductions from the staff member's salary for a specified period of time.
- Dismissal or termination of appointment.

Staff who have had formal written warnings are not eligible for salary increases, promotions or transfers during the warning period.

9.3 Disciplinary Procedures

If the behaviour still does not change, the offence may be considered major or serious. It will then be necessary to have a further disciplinary interview, which may result in the issuance of a final warning to be signed by the HR Manager and/or a suspension. The staff member will be notified of the alleged offence and invited to a disciplinary interview on a specified date.

9.3.1 Suspension

The Scientific Director may suspend any staff member with due cause, subject to the institution thereafter of appropriate disciplinary steps as under:

- a) In the case of staff still on probation, the Scientific Director may, with due cause, dismiss a staff member upon seven days written notice or pay in lieu of notice without reference to any Disciplinary Committee.

PENTAGRIT

- b) In the case of confirmed staff members, a full investigation will have to be undertaken. If the situation warrants suspension, then this shall be imposed by the Scientific Director in consultation with a disciplinary committee constituted by the Scientific Director.
- c) In the case of the Scientific Director, the board will undertake full investigation and act as the Board deems fit.

Code of Conduct

Staff are expected to adhere to the following principles listed below when working with Pentagrit.

- a) Staff are expected to respect all rules and regulations of the organization
- b) Staff are required to carry out all dealings with people with mutual respect
- c) Staff are required to ensure that correct information regarding Pentagrit's policies and operations is communicated
- d) Staff should not verbally, or in any other way, express their individual preference for candidates and political parties while working or representing Pentagrit
- e) Staff wishing to contest for political post either at municipal, parliamentary and presidential levels should tender their resignation from the date of the intraparty nominations
- f) Pentagrit staff must make our non-partisan role clear to the government, political parties and the public
- g) Staff are expected to be of high integrity and conduct the affairs of Pentagrit in a transparent manner.
- h) Staff should follow laid down regulations when handling Pentagrit's property.
- i) Staff are not to use media institutions to make official statements on behalf of the organizations unless given written authority to do so by Scientific Director.
- j) Staff should not use Pentagrit official headed papers, seals or stamps for personal purposes.
- k) Staff are responsible to ensure that any loss or damage to organizational property is reported immediately to their Managers or Manager: Human Resource

10 SEPARATION FROM SERVICE

Any of the following shall constitute separation from service, subject to the employment Act of the Republic of India:

- i. Resignation
- ii. Expiration of appointment/contract;
- iii. Retirement;
- iv. Abandonment of post;
- v. Termination of appointment by notice, redundancy or summary dismissal;

PENTAGRIT

vi. Death.

10.1 Resignation

A resignation is a separation from Pentagrit initiated by the staff member. A staff member resigning must give Pentagrit four weeks written notice or one week written notice in the case of staff members on probation. The Scientific Director may accept resignation on shorter notice.

10.2 Retirement

Employment of a staff member ends at the end of the month in which the staff member's 62th birthday falls.

10.3 Certification of service

Any staff member, on leaving the service of Pentagrit, shall be given a statement relating to the nature of his or her duties and the length of service. On the staff member's written request, the statement shall also refer to the quality of his or her work and his or her official conduct.

10.4 Return of Pentagrit Property

Upon the staff member's separation from service, all Pentagrit property that has been given to the staff member during the course of his/her employment with Pentagrit and all property in his/her possession, including, without limitation, mailing lists and company records, office keys, cellular phones and accessories, laptops and other office equipment shall be returned to the Manager: Human Resource.

Hand-over and Exit Interviews:

Staff leaving Pentagrit will arrange for time to meet the Scientific Director for an exit interview. This will enable the Scientific Director to get their views on Pentagrit's organization, management and operations. This will be a chance for them to share their views on any aspects that they think can be improved for the betterment of the organization in future. It is also expected that a comprehensive hand-over file is prepared in advance and provided to the Scientific Director.

PENTAGRIT

11. INFORMATION AND COMMUNICATION TECHNOLOGY POLICIES

11.1 Use of Company Computer

Computers, computer files, e-mail, voice-mail, facsimile machines, software and Internet access (“The Company Computer and Phone Systems”) furnished to or made accessible to staff members are Pentagrit property and are intended for business use only. The Company’s Computer and Phone Systems usage may be monitored where reasonable concerns are raised.

Pentagrit strives to maintain a professional workplace. Pentagrit is also committed to maintaining a workplace free of unlawful harassment or other forms of unlawful discrimination. Therefore, Pentagrit prohibits the use of The Company Computer and Phone Systems in ways that are disruptive, offensive to others, or harmful to morale.

An employee leaving the organization should either return all equipment provided to the staff member by Pentagrit or if Pentagrit agrees may purchase it from Gaskin at an agreed residual value.

11.2 Responsibility for IT security/compliance

Information regarding Pentagrit is highly valuable and needs to be closely safeguarded. Failure to observe Pentagrit IT policies and procedures could result in breach of confidentiality, thus posing a risk to our business activities and exposing the firm to risk of legal action. Care should be taken to ensure that information held on Pentagrit IT systems is not lost, disclosed, modified without authorization or accessed by third parties. Sensitive data should be stored securely or destroyed after use to prevent recovery by unauthorized persons.

11.2.1 Protecting IT equipment from damage and theft

It is important that staff exercise due care to ensure that Pentagrit’s IT equipment is looked after and is protected from physical damage or theft. Laptops and similar portable computer equipment have been issued to certain members of staff. These assets remain the

property of Pentagrit, while the staff member has full responsibility for their security. The staff member generally has liability in the event of loss or damage, subject to any successful claim from Pentagrit’s insurers.

Laptops should always be placed in a secure location overnight or when left for a long period of time. Extra care should be taken by staff member when travelling with Pentagrit equipment.

PENTAGRIT

Care should be taken when moving equipment, as they contain sensitive components. Correct carrying cases, briefcases or other cases should be used. Laptops should never be left unattended in a car or should be kept out of sight and out of the reach of children when at home. Under no circumstances should a staff member lend a laptop to someone else unless such lending has been authorized by his/her Manager.

11.2.2 Commitment to data security

Staff members share responsibility with Pentagrit regarding data protection legislation and therefore must ensure that they keep abreast of and comply with any changes in Pentagrit's IT policies. Failure to comply with these policies may pose a serious risk to business protection and may result in disciplinary action or dismissal. Management reserves the right to update and amend these policies in accordance with development in IT systems, processes and IT security.

11.2.3 Theft or attempted theft

Theft or loss of hardware and software must be reported immediately on discovery, or as soon as is reasonably practicable to the IT personnel giving full details of the theft and loss i.e. place, time and other relevant details.

11.2.4 Software

Only approved, authorized and licensed software should be used on Pentagrit networks. Staff members may only use software on local area networks or on multiple machines according to the software license agreement.

11.2.5 Password protection

Pentagrit IT systems are password protected. Passwords are principle means of identifying a user and in the interest of data security, they must be carefully controlled. It is the staff member's responsibility to ensure adherence to Pentagrit's policies with regard to password security. If in any doubt, staff should contact their IT department. Passwords should be kept confidential and must be handed over at termination of employment for whatever reason. A staff member must not share user ID's or passwords with anyone.

11.2.6 Viruses

Staff should be aware of the damage that computer viruses can do the business, if not managed properly. Therefore, before a staff member uses any removable media (i.e. flash drives or other devices attaching to computers etc.), email attachments from outside the firm and/or files down loaded via a modem should ensure that they have been anti-virus checked using approved versions anti-virus software before using.

PENTAGRIT

11.2.7 Electronic Mail (e-mail)

All emails systems and communications made on the system remains the sole property of Pentagrit and consequently should generally only be used for business related purposes. Pentagrit reserves the right to inspect the system at any time.

Staff members must ensure that they regularly delete mail that is not required from the system. Staff members' network behaviour should reflect the standard professional conduct. Pentagrit's electronic system should never be used to propagate, politicise, disseminate or participate in the propagation of any form of electronic chain letter, or any unlawful, harassing, threatening, obscene or sexually explicit message to anyone within Pentagrit or elsewhere.

Staff members should also be wary about who is addressed in e-mails and should consider the appropriate audience before messages are sent out to "everyone in Pentagrit" or to external parties.

11.2.8 Use of Internet

When using the Internet, every staff member should always remember that Internet use leaves electronic tracks, which identify Pentagrit. It is important that the usage does not reflect any type of behaviour, which could negatively impact Pentagrit's public image.

Pentagrit IT equipment should not be used for the purpose of retrieving information from the Internet that may be considered as illegal, harmful or offensive. Inappropriate use of Pentagrit IT equipment and system may lead to disciplinary action or dismissal. In particular, staff may not:

- Access, download, store or forward offensive information such as pornographic material from any sites on the internet
- Access, download, or store illegal, harmful or offensive non-business data or information,
- Send racially or sexually threatening or harassing messages.

Any breaches of these rules will be treated seriously and will be subject to disciplinary action. Pentagrit reserves the right to review and monitor individual staff member Internet and E-mail activities in line with the requisite legislation, and will do so at periodic intervals. Excessive use of the Internet for personal use will be viewed as a serious offence.

PENTAGRIT

11.3 Pentagrit Telephone Policy

11.3.1 Standard Pentagrit Telephone System

Skype, ZOOM, WhatsApp as well as other apps can and should be use for voice calls. Calls should be PC based or through non-telecoms apps on mobile phones as far as possible to minimise costs.

The office telephone in is primarily for local calls. It may only be used for international calls if the rates are cheaper. Calls from mobile phones are expensive and should only be used as a last resort. Mobile phones should as a rule be both Wi-Fi and Skype enabled.

11.3.2 Provision of a Mobile Phone

Pentagrit may provide a company mobile phone with Wi-Fi and Skype functionalities to certain employees. It is at the discretion of Pentagrit management to determine whether or not an employee fulfilling a particular role should be provided with a company mobile Phone.

The supplied Phone should by connecting to Skype via Wi-Fi whenever possible to save on operational costs. Roaming facilities will not be available on these phones. The phone remains the property of Pentagrit. An employee leaving the organization should either return the phone or may purchase it from Pentagrit at an agreed residual value.

11.3.3 Use of the Pentagrit mobile Phone

The mobile Phone is provided for business purposes. As such, all staff members assigned a mobile phone will be required to certify the monthly itemized bills and identify any personal calls. The staff member will reimburse Pentagrit for all personal calls. Alternatively, Pentagrit will deduct the cost of all personal calls directly from the staff member's next salary. Employees are expected to keep the monthly cost of the phone to a minimum by using it in the optimum manner in accordance with the terms offered by the telephone provider.

PENTAGRIT