



# EMPLOYEE HANDBOOK

**POWERING AFRICA'S FUTURE**

INNOVATIVE ASSET INTEGRITY & INDUSTRIAL SOLUTIONS

[www.dgc-africa.com](http://www.dgc-africa.com)

DISCOVER THE DGC HUMAN RESOURCE HANDBOOK

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ABBREVIATIONS & DEFINITIONS

TERM

HR  
DGC

DEFINITION

Human Resource  
Dickinson Group of Companies

CORRESPONDENCE DOCUMENTS

Leave Policy	Internal
Termination Policy	Internal
Disciplinary Code & Grievance Procedure	Internal

REFERENCE MATERIAL

The Employment Code Act No. 3 of 2019	Statutory
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ONE PERSONALISED SOLUTION

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INTRODUCTION

THANK YOU FOR JOINING DGC AFRICA,  
WHERE WE STRIVE TO PROVIDE AN INTEGRATED  
AND MULTIDISCIPLINARY  
“ONE PERSONALISED SOLUTION”

by providing essential furnace and industrial services and optimal solutions  
which increase productivity and performance and reduce costs for our customers  
through our most important resource.



## DGC AFRICA'S "ONE PERSONALISED SOLUTION"



### COST

Ability to control operational costs and deliver within budget



### QUALITY

Ability to deliver work to expected quality standards



### SPEED

Ability to complete work quickly and in accordance with expectations



### FLEXIBILITY

Ability to react to new requests and requirements



### INNOVATION

Ability to develop new and creative solutions that fulfil business needs



### DEPENDABILITY

Ability to deliver projects and outcomes according to expectations

# OUR PEOPLE

OUR PEOPLE.  
WE CAN'T WAIT TO SEE WHAT YOU WILL

**ACHIEVE WITH US**  
IN YOUR TENURE OF OFFICE.

**In this employee handbook, you will find a definition of who we are and how we will work together.**

We will do everything possible to create a fair and productive workplace, but we need your help - thus this handbook will guide you.

This handbook is not a contract or a guarantee of employment but a collection of our expectations, commitments, and responsibilities. Please read this document carefully and consult it whenever you need to.

# MISSION

DGC AFRICA's mission is to focus on helping our industrial customers optimising their maintenance costs and improving plant performance, by providing innovative solutions together with our market leading technologies to enhance the service life of their operating assets.



**DGC AFRICA IS A MEMBER OF THE DICKINSON GROUP OF COMPANIES**

2020 was a milestone for Dickinson Group of Companies, as the company celebrated its 110 anniversary having been founded in 1910.

In 1928, the company undertook the refractory installation works on one of the first blast furnaces being built in South Africa. This was the start of the company's industrial services business. Over the years the company has diversified company to provide a broad range of specialist products and services to the refractory consuming industries.

THE COMPANY'S VISION IS TO BE **RECOGNISED AS A GLOBAL LEADING ASSET INTEGRITY MANAGEMENT & INDUSTRIAL SOLUTIONS COMPANY**, BASED ON PROVIDING INNOVATIVE SOLUTIONS AND MARKET LEADING TECHNOLOGIES, WHILE CONTINUING OUR LEADERSHIP IN SELECTED GEOGRAPHIC REGIONS.

# EMPLOYMENT BASICS



## EMPLOYMENT CONTRACTS TYPES

Here at DGC AFRICA, we employ permanent and short-term employees.

The contract of employment given to you will indicate what kind of employee you are, in that regard and specify which project you are employed under.



EMPLOYMENT CONTRACTS  
EQUAL OPPORTUNITY EMPLOYMENT  
ATTENDANCE

# EQUAL OPPORTUNITY EMPLOYMENT

DGC AFRICA IS AN **EQUAL OPPORTUNITY EMPLOYER**

We don't tolerate discrimination against protected characteristics (gender, age, sexual orientation, race, nationality, ethnicity, religion, disability, veteran status.) We want all employees to treat others with respect and professionalism.

In practice, this means that we:

- Hire and promote people based on skills, experience or potential and try to reduce bias in every process e.g., through structured interviews.
- Make accommodations to help people with disabilities move about safely on our premises and use our products, services, and equipment.
- Use inclusive, diversity-sensitive language in all official documents, signs, and job ads.
- Conduct diversity and communication training.

Apart from those actions, we commit to penalizing every discriminatory, offensive or inappropriate behaviour. To do this properly, we ask you to report any discriminatory action against yourself or your colleagues to HR. Our company will not retaliate against you if you file a complaint or discrimination lawsuit. Any employee who retaliates or discriminates will face disciplinary action.





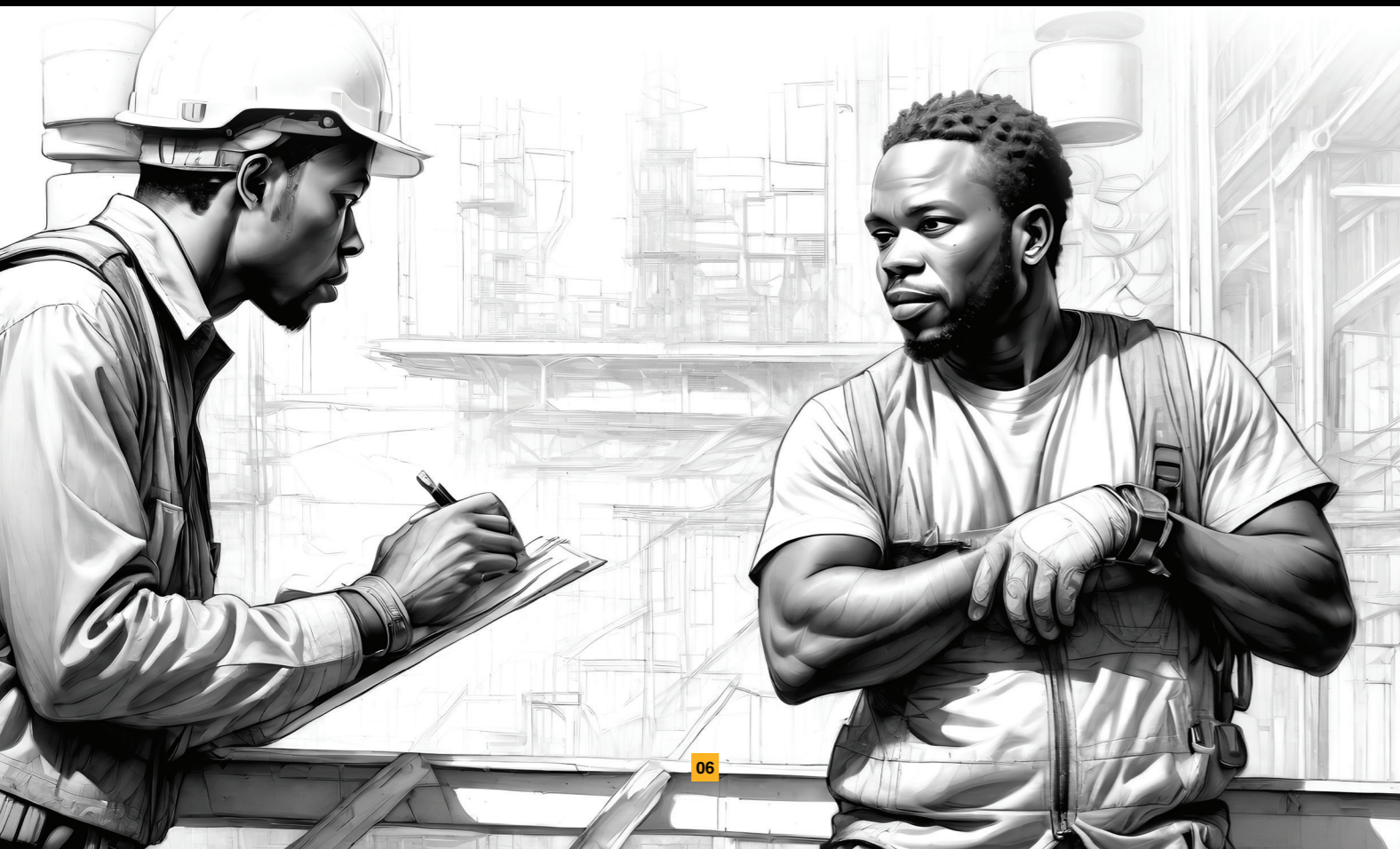


THIS SECTION DESCRIBES  
**WORKPLACE POLICIES THAT APPLY TO EVERYONE AT OUR COMPANY.**

These policies help us build a productive, lawful and pleasant workplace where our employees can thrive.

# ATTENDANCE

We expect you to be present during your scheduled working hours. If you face an emergency that prevents you from reporting for work one day, contact your immediate supervisor as soon as possible. We will excuse unreported absences in cases of serious accidents and acute medical emergencies. But, whenever possible, we should know when you won't be coming in.



# WORKPLACE POLICIES

We have policies like the Disciplinary Code & Grievance procedure, Termination Policy, Harassment Policy, Performance Management Policy, Recruitment & Retention Policy, Health Safety & Environment Policy, only to mention a few which are available for your review.

CONFIDENTIALITY & DATA PROTECTION  
DISCIPLINARY CODE  
GRIEVANCE PROCEDURE  
TERMINATION POLICY  
PERFORMANCE MANAGEMENT POLICY  
HARASSMENT POLICY  
RECRUITMENT & RETENTION POLICY  
HEALTH SAFETY & ENVIRONMENT POLICY



The following are highlights of our policies that you should be very cautious of;

# CONFIDENTIALITY & DATA PROTECTION



WE WANT TO ENSURE THAT PRIVATE INFORMATION  
**ABOUT CLIENTS, EMPLOYEES,  
PARTNERS & OUR COMPANY**  
IS WELL-PROTECTED.

Examples of confidential information are:

- **Employee records**
- **Unpublished financial information**
- **Data of customers/partners/vendors**
- **Customer lists (existing and prospective)**
- **Unpublished goals, forecasts and initiatives marked as confidential**

As part of our hiring process, we may ask you to sign non-compete and non-disclosure agreements (NDAs.) We are also committed to:

- Restrict and monitor access to sensitive data.
- Develop transparent data collection procedures.
- Train employees in online privacy and security measures.
- Build secure networks to protect online data from cyberattacks.
- Establish data protection practices (e.g. secure locks, data encryption, frequent backups, access authorization.)

We also expect you to act responsibly when handling confidential information. You must:

- Lock or secure confidential information at all times.
- Shred confidential documents when they're no longer needed.
- Make sure you view confidential information on secure devices only.
- Only disclose information to other employees when it's necessary and authorized.
- Keep confidential documents inside our company's premises unless it's absolutely necessary to move them.

You must not:

- Use confidential information for your personal benefit or profit.
- Disclose confidential information to anyone outside of our company.
- Replicate confidential documents and files and store them on insecure devices.

This highlight is very important for our company's legality and reputation. We will terminate any employee who breaches our confidentiality guidelines for personal profit. We may also discipline any unintentional breach of this policy depending on its frequency and seriousness. We will terminate employees who repeatedly disregard this policy, even when they do so unintentionally.

# WORKPLACE HARASSMENT

**TO BUILD A HAPPY AND PRODUCTIVE WORKPLACE,  
WE NEED EVERYONE TO TREAT OTHERS WELL AND HELP THEM FEEL SAFE.  
EACH OF US SHOULD DO OUR PART TO PREVENT  
HARASSMENT AND WORKPLACE VIOLENCE.**

Harassment is a broad term and may include seemingly harmless actions, like gossip. We can't create an exhaustive list, but here are some instances that we consider harassment:

- Sabotaging someone's work on purpose.
- Commenting derogatorily on a person's ethnic heritage or religious beliefs.
- Engaging in frequent or unwanted advances of any nature.
- Starting or spreading rumours about a person's personal life.
- Ridiculing someone in front of others or singling them out to perform tasks unrelated to their job (e.g. bringing coffee) against their will.

**Sexual harassment is illegal**, and we will seriously investigate relevant reports. If an employee is found guilty of sexual harassment, they will be terminated. If you're being harassed, whether by a colleague, customer, or vendor, you can choose to talk to any of these people:

## OFFENDERS

If you suspect that an offender doesn't realize they are guilty of harassment, you could talk to them directly to resolve the harassment. This tactic is appropriate for cases of minor harassment (e.g. inappropriate jokes between colleagues.) Avoid using this approach with customers or stakeholders.

## YOUR MANAGER

If customers, stakeholders, or team members are involved in your claim, you may reach out to your manager. Your manager will assess your situation and may contact HR if appropriate.

## HR

Feel free to reach out to HR in any case of harassment no matter how minor it may seem. For your safety, contact HR as soon as possible in cases of serious harassment (e.g. sexual advances) or if your manager is involved in your claim. Anything you disclose will remain confidential.





# WORKPLACE VIOLENCE

Violence in our workplace is a serious form of harassment. It includes physical and sexual assault, destruction of property, threats to harm a person or property and verbal and psychological abuse. We want to avoid those incidents altogether, but we also want to be ready to respond if needed.

For this reason, we ask you to:

- **Report to HR** if you suspect or know that someone is being violent. Your report will be confidential, and we will investigate the situation with discretion.
- **Call our building's security** if you witness incidents of severe physical violence (e.g. ones that involve a lethal weapon.) For your safety, avoid getting involved.

We will treat employees who verbally threaten others as high risk and they will receive an appropriate penalty. If HR finds that an employee commits an act of violence, we will terminate that employee and possibly press criminal charges. Employees who damage property deliberately will be solely responsible for paying for it.

**It is imperative that you seek help from others early on to mitigate conflicts. For example:**

**If you experience conflicts with a colleague,** ask your manager for advice before tensions escalate. If these conflicts persist, ask HR whether you could attend conflict resolution seminars with your colleague.

**If you are experiencing personal or work troubles,** ask for help from a mental health professional. Check with your insurance provider to determine whether they cover any mental health services or ask HR for information on our Employee Assistance Program (EAP). Your discussions will remain confidential.

OUR WORKPLACE IS FOUNDED  
ON MUTUAL RESPECT,  
AND WE WON'T ALLOW  
ANYONE TO  
COMPROMISE  
THIS FOUNDATION.

# WORKPLACE SAFETY & HEALTH

**OUR COMPANY IS COMMITTED TO  
CREATING A HAZARD-FREE WORKPLACE.  
TO THIS END, WE WILL ENSURE WORKPLACE SAFETY  
THROUGH PREVENTATIVE ACTION AND EMERGENCY  
MANAGEMENT.**

## PREVENTATIVE ACTION

**Preventative actions are any actions we take to avoid injuries or illnesses related to the workplace.**

We will periodically conduct risk assessments and job hazard analyses to uncover health risks to employees. And we will establish preventative measures to address risks accordingly.

**At a minimum, we will:**

- Hold employee training sessions on safety standards and procedures.
- Make sure employees who work in dangerous locations are safe.
- Provide Personal Protective Equipment.
- Direct safety officers and quality control employees to evaluate equipment and infrastructure regularly.

We also expect you to take safety seriously. Always use protective equipment and follow standards whenever necessary. **If you deliberately disregard our guidelines, we may terminate you for your own and others' safety.**

## EMERGENCY MANAGEMENT

**Emergency management refers to our plan to deal with sudden catastrophes like fire, floods, earthquakes or explosions.**

**Our emergency management provisions include:**

- Technicians (external or internal) available to repair leakages, damages and blackouts quickly.
- Fire extinguishers and other fire protection equipment that are easily accessible.
- An evacuation plan posted on each floor and online.
- Fire escapes and safety exits that are clearly indicated.



SAFETY FIRST



PROTECTION



REGULATIONS



HAZARDS



HEALTH



INSURANCE

## SMOKING

**DGC AFRICA is a smoke-free workplace.** You can smoke in designated smoking areas, balconies, open-air verandas and outer premises, like gardens and sidewalks. Any other area in our workplace (like restrooms, lobby, offices, staircases, warehouses) is strictly smoke-free to protect non-smokers.

### We also advise you to:

- Extinguish your cigarettes and discard them in outdoor ashtrays.
- Avoid smoking when you have scheduled meetings with clients or vendors.
- Avoid smoking near flammable objects and areas.

Setting off fire alarms and causing fires by smoking are serious offenses. If you are found responsible, you may face disciplinary action up to and including termination.

## DRUG-FREE WORKPLACE

**DGC AFRICA is a drug-free workplace.** Whether you are an employee, contractor or visitor, you must not bring, use, give away or sell any narcotic substances on company premises. If you are caught with illegal drugs or show that you are under the influence of substances, you will face disciplinary action up to and including termination.

## ALCOHOL

**We prohibit employees from consuming alcohol during working hours,** but they may consume alcoholic drinks in moderation at company events.

## PRESCRIPTION DRUGS

**If you feel that a prescription drug (e.g. an anxiety medication) unexpectedly affects your senses, thinking or movement, ask for the rest of your day off.** If your manager suspects substance abuse, you may face disciplinary action.

You must not use medical marijuana in our workplace. We have the right to terminate you if your off-duty use of medical marijuana makes you unable to complete your job duties correctly.

We expect employees who hold safety-sensitive jobs (e.g. machine operators or drivers) to be fully alert and capable of performing their duties at all times. We may terminate you if we conclude your prescription drug use creates severe safety risks. If you need to use prescription drugs for a limited time and you think they may impair your abilities, use your PTO or sick leave.

If your job includes secondary tasks that are safety-sensitive and your prescribed drugs affect your ability to perform these tasks, we can make reasonable accommodations to ensure you and your colleagues' safety.



## THIS CODE OF CONDUCT PROVIDES A FRAMEWORK FOR EMPLOYEE BEHAVIOUR AT DGC AFRICA.

It outlines how we expect our employees to treat others, whether they're colleagues, partners, customers or external stakeholders. It's about ethics and trust - and building a safe and professional space for everyone.

As an employee, you are responsible to behave appropriately at work as our expectations are outlined here. We can't cover every single case of conduct, but we trust you to always use your best judgement. Reach out to your immediate supervisor or HR if you face any issues or have any questions.

# CODE OF CONDUCT

DRESS CODE  
CYBER SECURITY & DIGITAL DEVICES  
SOCIAL MEDIA  
EMPLOYEE RELATIONSHIPS  
CONFLICT OF INTEREST





# DRESS CODE

Our company has no official dress code however, an employee's position may also inform how they should dress.

If you frequently meet with clients or prospects, please conform to a more formal dress code. We expect you to be clean when coming to work and avoid wearing clothes that are unprofessional e.g., workout clothes, political regalia.

As long as you conform with our guidelines above, we don't have specific expectations about what types of clothes or accessories you should wear. We also respect and permit grooming styles, clothing and accessories that are dictated by religious beliefs, ethnicity, or disability.

# CYBER SECURITY & DIGITAL DEVICES

## THIS SECTION DEALS WITH ALL THINGS DIGITAL AT WORK

We want to set some guidelines for using computers, phones, our internet connection and social media to ensure security and protect our assets.



## INTERNET USAGE

Our corporate internet connection is primarily for business. But you can occasionally use our connection for personal purposes as long as they don't interfere with your job responsibilities. Also, we expect you to temporarily halt personal activities that slow down our internet connection (e.g. uploading photos) if you're asked to.

You must not use our internet connection to:

- Download or upload obscene, offensive or illegal material.
- Send confidential information to unauthorized recipients.
- Invade another person's privacy and gain access to sensitive information.
- Download or upload pirated movies, music, material or software.
- Visit potentially dangerous websites that can compromise our network and computers' safety.
- Perform unauthorized or illegal actions, like hacking, fraud or buying/selling illegal goods.

## CELL PHONE

We allow use of cell phones at work. But, we also want to ensure that your devices won't distract you from your work or disrupt our workplace.

We ask you to follow a few simple rules:

- Use your cell phone in a manner that benefits your work (business calls, productivity apps, calendars.)
- Keep personal calls brief and use an empty meeting room or common area so as not to disturb your colleagues.
- Avoid playing games on your phone or texting excessively.
- Don't use your phone for any reason while driving a company vehicle.
- Don't use your phone to record confidential information.
- Don't download or upload inappropriate, illegal or obscene material using our corporate internet connection.
- Also, you must not use your phone in areas where cell phone use is explicitly prohibited (e.g. mobile equipment zones.)

## CORPORATE EMAIL

Email is essential to our work. You should use your company email primarily for work, but we allow some uses of your company email for personal reasons.

- **Work-related use.** You can use your corporate email for work-related purposes without limitations. For example, you can sign up for newsletters and online services that will help you in your job or professional growth.
- **Personal use.** You can use your email for personal reasons as long as you keep it safe and avoid spamming and disclosing confidential information. For example, you can send emails to friends and family and download eBooks, guides and other safe content for your personal use.
- **Our general expectation is that** no matter how you use your corporate email, you should avoid:
  - Signing up for illegal, unreliable, disreputable or suspect websites and services.
  - Sending unauthorized marketing content or emails.
  - Registering for a competitor's services, unless authorized.
  - Sending insulting or discriminatory messages and content.
  - Spamming other people's emails, including your coworkers.

In general, use strong passwords and be vigilant in catching emails that carry malware or phishing attempts. If you are not sure that an email you received is safe, ask our Security Specialists.



# SOCIAL MEDIA

We want to provide practical advice to prevent careless use of social media in our workplace. We address two types of social media uses: using personal social media at work and representing our company through social media.

## USING PERSONAL SOCIAL MEDIA AT WORK

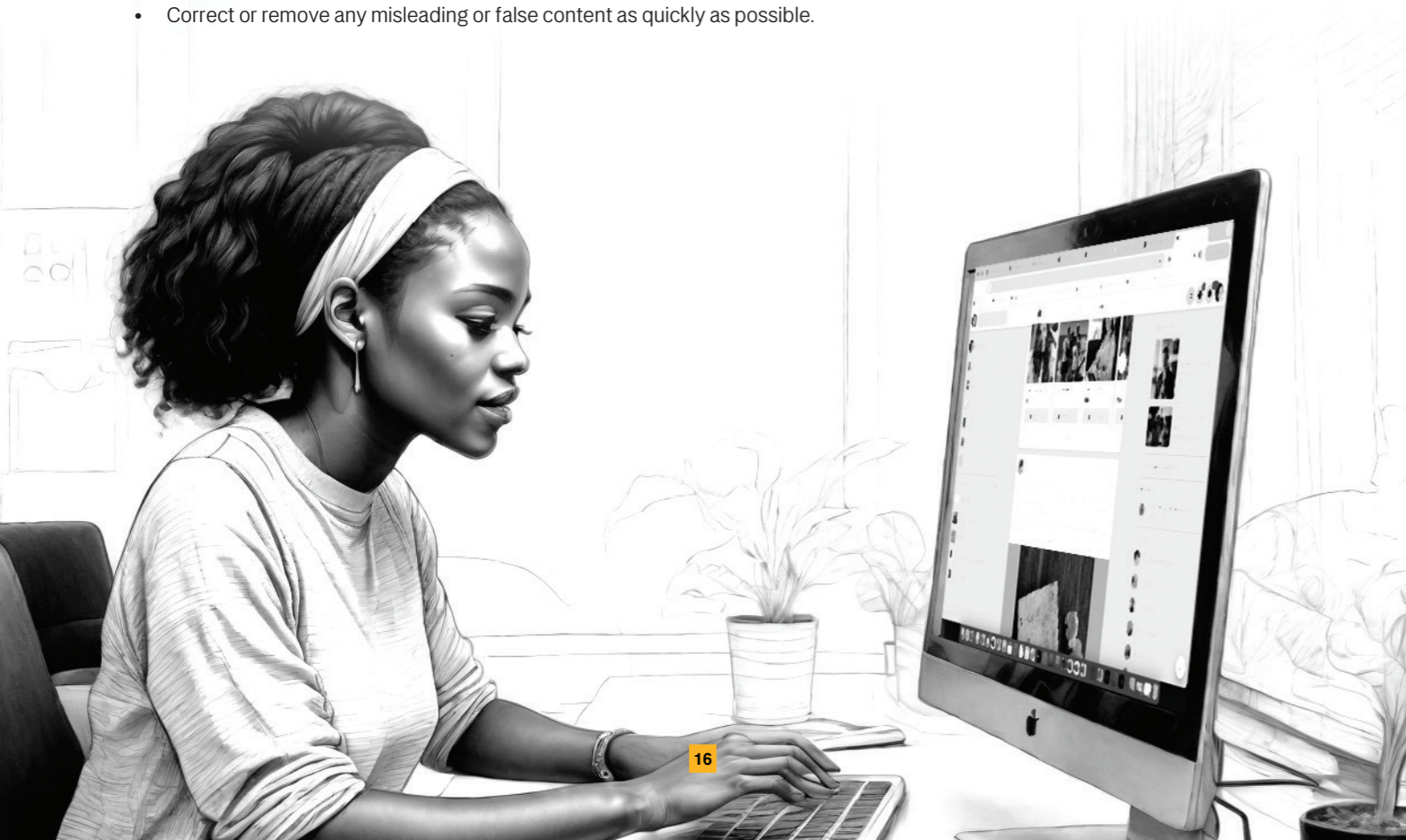
You are permitted to access your personal accounts at work. But we expect you to act responsibly, according to our policies and ensure that you stay productive. Specifically, we ask you to:

- Discipline yourself. Avoid getting sidetracked by your social platforms.
- Ensure others know that your personal account or statements don't represent our company. For example, use a disclaimer such as "opinions are my own."
- Avoid sharing intellectual property (e.g. trademarks) or confidential information. Ask your manager or PR first before you share company news that's not officially announced.
- Avoid any defamatory, offensive or derogatory content. You may violate our company's anti-harassment policy if you direct such content towards colleagues, clients or partners.

## REPRESENTING OUR COMPANY THROUGH SOCIAL MEDIA

If you handle our social media accounts or speak on our company's behalf, we expect you to protect our company's image and reputation. Specifically, you should:

- Be respectful, polite and patient.
- Avoid speaking on matters outside your field of expertise when possible.
- Follow our confidentiality and data protection policies and observe laws governing copyrights, trademarks, plagiarism and fair use.
- Coordinate with our PR/Marketing department when you're about to share any major-impact content.
- Avoid deleting or ignoring comments for no reason.
- Correct or remove any misleading or false content as quickly as possible.



# CONFLICT OF INTEREST

When you are experiencing a conflict of interest, your personal goals are no longer aligned with your responsibilities towards us. For example, owning stocks of one of our competitors is a conflict of interest.

In other cases, you may be faced with an ethical issue. For example, accepting a bribe may benefit you financially, but it is illegal and against our business code of ethics. If we become aware of such behaviour, you will lose your job and may face legal trouble.

For this reason, conflicts of interest are a serious issue for all of us. We expect you to be vigilant to spot circumstances that create conflicts of interest, either to yourself or for your direct reports. Follow our policies and always act in our company's best interests. Whenever possible, do not let personal or financial interests get in the way of your job. If you are experiencing an ethical dilemma, talk to your manager or HR and we will try to help you resolve it.

# EMPLOYEE RELATIONSHIPS

We want to ensure that relationships between employees are appropriate and harmonious. We outline our guidelines and we ask you to always behave professionally.

## FRATERNIZATION

Fraternization refers to dating or being friends with your colleagues. In this policy, "dating" equals consensual romantic relationships and sexual relations. Non-consensual relationships constitute sexual violence and we prohibit them explicitly.

## FRIENDSHIPS AT WORK

Employees who work together may naturally form friendships either in or outside of the workplace. We encourage this relationship between peers, as it can help you communicate and collaborate. But we expect you to focus on your work and keep personal disputes outside of our workplace.

## EMPLOYMENT OF RELATIVES

Everyone in our company should be hired, recognized or promoted because of their skills, character and work ethic. We would not like to see phenomena of nepotism, favouritism or conflicts of interest, so we will place some restrictions on hiring employees' relatives.

To our company, a "relative" is someone who is related by blood or marriage within the third degree to an employee.

This includes: parents, grandparents, in-laws, spouses or domestic partners, children, grandchildren, siblings, uncles, aunts, nieces, nephews, step-parents, step-children and adopted children.



As an employee, you can refer your relatives to work with our company. Here are our only restrictions:

- You must not be involved in a supervisory/reporting relationship with a relative.
- You cannot be transferred, promoted or hired inside a reporting relationship with a relative.
- You cannot be part of a hiring committee, when your relative is interviewed for that position.

If you become related to a manager or direct report after you both become employed by our company, we may have to transfer one of you.

### WORKPLACE VISITORS

If you want to invite a visitor to our offices, please ask for permission from our HR Manager/ Security Officer/ Office Manager first.

Also, inform our reception/ gate/ front-office of your visitor's arrival. Visitors should sign in and show identification. They will receive passes and will be asked to return them to reception/ gate/ front-office once their visit is complete.

When you have office visitors, you also have responsibilities. You should:

- Always tend to your visitors (especially when they are underage.)
- Keep your visitors away from areas where there are dangerous machines, chemicals, confidential records or sensitive equipment.
- Prevent your visitors from proselytizing your colleagues, gathering donations or requesting participation in activities while on our premises.

Anyone who delivers orders, mail or packages for employees should remain at our building's reception or gate. If you are expecting a delivery, front office employees/ security guards will notify you so you may collect it.

### SOLICITATION AND DISTRIBUTION

Solicitation is any form of requesting money, support or participation for products, groups, organizations or causes which are unrelated to our company (e.g. religious proselytism, asking for petition signatures.) Distribution means disseminating literature or material for commercial or political purposes.

We don't allow solicitation and distribution by non-employees in our workplace. As an employee, you may solicit from your colleagues only when you want to:

- Ask colleagues to help organize events for another employee (e.g. adoption/birth of a child, promotion, retiring.)
- Seek support for a cause, charity or fundraising event sponsored, funded, organized or authorized by our company.
- Invite colleagues to employee activities for an authorized non-business purpose (e.g. recreation, volunteering.)
- Ask colleagues to participate in employment-related activities or groups protected by law (e.g. trade unions.)

In all cases, we ask that you do not disturb or distract colleagues from their work.

# OVERTIME PAY STRUCTURES PERFORMANCE MANAGEMENT PAYROLL HOW WE EXPECT MANAGERS TO LEAD EMPLOYEES

## COMPENSATION & DEVELOPMENT



THIS SECTION EXPLAINS

### HOW WE PAY AND REWARD EMPLOYEES FOR THEIR WORK & HELP THEM DEVELOP

Through this policy, we show how we value our employees and motivate them to keep working with us.

# VERTIME

Occasionally, we may need you to work more than your regular working hours.  
We will pay for overtime work according to our employment labour laws.

# PAYROLL

We pay salaries monthly by no later than the last day of the month and wages weekly before the last day of every week by bank transfers.

# PERFORMANCE MANAGEMENT

The company places paramount value the performance of its employees. Identifying top performers as well as aiding under performers improve is our top priority as it resonates well with our core values.

We have built our performance management practices to:

- Ensure you understand your job responsibilities and have specific goals to meet.
- Provide you with actionable and timely feedback on your work.
- Invest in development opportunities that help you grow professionally.
- Recognize and reward your work in financial or non-financial ways (e.g. employee awards.)

To meet these objectives, we have:

- **Established Annual performance reviews.** During these reviews, your supervisor will fill out your performance evaluation report and arrange a meeting with you to discuss it. Through these discussions, supervisors aim to recognize employees who are good at their jobs, identify areas of improvement and talk about career moves. Pay increases or bonuses are not guaranteed. But, we encourage supervisors to recommend rewards for their team members when they deserve them. There won't be any forced ranking or other comparison between employees, as our goal is to help all employees improve and develop their careers.
- **Instructed all managers to meet with their team members once per month to provide feedback and talk about their work and motivations.** This way, you can receive feedback in a timely manner and avoid surprises during your annual performance review.



# PAY STRUCTURES

The company has a grade and pay structure that specifically sets out different pay notches under each job category.

To place an employee within a distinguished notch, several attributes come to play. Firstly, the level of education is considered. The grading officials further considers the work attitude (ingenuity), length of service and finally the skill an employee possesses. The grading official finds an average score and based on that, an employee is placed in either Grade A, Grade B or Grade C with Grade A being the best and Grade C being the least per category.

# HOW WE EXPECT MANAGERS TO LEAD EMPLOYEES

If you manage a team, you are responsible for your team members' performance. To conduct effective regular meetings and performance evaluations, we expect you to:

## SET CLEAR OBJECTIVES

Your team members should know what you expect of them. When you first hire someone to your team, ensure they understand their job duties. Set specific goals for each team member (and team-wide if applicable.) Revisit those goals during annual performance reviews.

## PROVIDE USEFUL FEEDBACK

During scheduled meetings with your team members, give them both guidance and praise, as appropriate. Be fair and specific to help them understand and implement your feedback.

## KEEP YOUR TEAM MEMBERS INVOLVED

There should be two-way communication between you and your team. Make your expectations clear, but always take your team members' motivations and aspirations into account. Discuss training and development opportunities that may interest your team members.

## KEEP LOGS WITH IMPORTANT INCIDENTS ABOUT EACH ONE OF YOUR TEAM MEMBERS

These logs help you evaluate your team, but may also prove useful when rewarding, promoting or terminating your team members.



# EMPLOYEE TRAINING & DEVELOPMENT

**We owe our success to our employees.** To show our gratitude, we will invest in our employees' professional development. We want employees to feel confident about improving their efficiency and productivity. We also want to help our employees achieve personal growth and success.

**Development is a collective process.** Team members and managers should regularly discuss learning needs and opportunities. And it's HR's responsibility to facilitate any development activities and processes.



## BENEFITS & PERKS



THEFT & DAMAGE  
OF COMPANY EQUIPMENT  
SECURITY OF  
COMPANY ISSUED DEVICES

## COMPANY ISSUED EQUIPMENT

**As an employee, you may receive a company cell phone, laptop or other devices, furniture.**

Which should be returned in an event that you cease working for us. Unless otherwise mentioned in your contract, any equipment we offer belongs to our company and you may not sell it or give it away. You are also responsible for keeping our equipment safe and in as good condition as possible. If your equipment breaks or malfunctions, let us know so we can arrange to get it repaired.

If you are part of our corporate cell phone plan, please use your phone within our plan's restraints. You may have to pay any extra charges yourself.



# THEFT & DAMAGE

## OF COMPANY EQUIPMENT

Our equipment is insured for theft and damage. We ask you to inform us within [24 hours] if your equipment is stolen or damaged. We might be able to trace stolen laptops and cell phones. Please also file a theft statement (affidavit) with the police and submit a copy to us.

# SECURITY

## OF COMPANY ISSUED DEVICES

We advise you to keep your company-issued computer, tablet and cell phone secure.

You can do this if you:

- Keep all devices password protected.
- Ensure you do not leave your devices unattended.
- Install security updates for browsers and other systems as soon as updates are available.
- Log into company accounts and systems through secure and private networks only.
- Follow all instructions for disk encryption, anti-malware protection and password management that you received along with your equipment.



# WORKING HOURS, LEAVE & HOLIDAYS

WORKING HOURS  
LEAVE  
HOLIDAYS



# WORKING HOURS

In our company the Administration team operates between 7:30 to 16:30 from Monday to Thursday and 07:30 to 14:00 on Friday.

Under operations, we have 2 shifts i.e., 8 Hour Shift and 12 Hour Shift. You will follow a shift schedule which will be issued to you by your supervisor.

## LEAVE

We have the following types of leave; Annual, Maternity, Paternity, Family Responsibility, Study, Compassionate, Mothers day and Sick Leave.

- **Annual Leave**

You will, after twelve months of continuous service, be entitled to annual leave with full pay at the rate of two days per month. The total cumulative number of leave days in one leave cycle shall be 24 days, provided that you don't take annual leave within the leave cycle.

- **Sick Leave**

An employee on a short-term contract is entitled to full pay for the equivalent of twenty-six working days of the sick leave and thereafter, half pay for the equivalent of the next twenty-six working days of the sick leave.

An employee on a long-term contract is entitled to full pay during the first three months of the sick leave and thereafter, half pay for the next three months of the sick leave.

- **Mother's Day Leave**

Female employees are entitled to one day's absence from work each month without having to produce a valid medical certificate or give reason to the employer.

- **Maternity Leave**

After 2 years continuous service, or 2 years after the last maternity leave taken, a female employee is entitled to 14 weeks paid maternity leave to be taken immediately preceding the expected date of delivery, except that at least six weeks maternity leave shall be taken immediately after delivery; or after the delivery.

- **Paternity Leave**

A male employee who remains in continuous service for a period of twelve months is entitled to five continuous working days paternity leave.

- **Family Responsibility Leave**

An employee who has worked for a period of six months or more, shall be granted leave of absence with pay for seven days in a calendar year to enable the employee to nurse a sick spouse, child, or dependant.

You are further entitled to three paid leave days per year to cover responsibilities related to the care, health or education for his/her child, spouse, or dependant.

- **Compassionate Leave**

An employee will be entitled to 12 working days in a calendar years as compassionate leave. When that employee has lost a spouse, parent, child, or dependant or a justifiable compassionate ground (Management discretion will apply).

- **Study Leave**

The company will grant two days study leave per subject (one for preparation and one for examination) to all employees who undertake courses of study, approved by the company, at a registered educational institution.

**NB: all information regarding the leave types is detailed in the leave report, kindly refer to HR.**

## HOLIDAYS

All public holidays are observed as company paid holidays according to the **Zambian calendar**. These holidays are considered "off-days" for most employees but your immediate supervisor will advise you should you be required to work on these days. If a holiday falls on a Sunday, we will observe that holiday on the closest business day which is Monday.



JUST LIKE ANY OTHER RELATIONSHIP,  
THE EMPLOYMENT CONTRACT MAY NOT WORK  
THEREFORE YOU NEED TO HAVE AN IDEA  
OF HOW THE EMPLOYMENT RELATIONSHIP WITH  
OUR COMPANY MAY END.

# 10

## EMPLOYEE TERMINATION

### DEATH

This is a type of termination where an individual dies while in employment regardless of whether he died on or off the job.

### MEDICAL DISCHARGE

An employer may, on the recommendation of a medical doctor, discharge an employee on medical grounds where the employee does not recover from the illness or injury.

### RESIGNATION

This is a voluntary act where an employee chooses to terminate their employment contract or give up their job or position before the contract comes to an end.

### RETIREMENT

This is a mode of exit where the contract is terminated when an employee attains retirement age as prescribed by the government where the contract of employment is permanent in nature.

### REDUNDANCY

An employer is considered to have terminated a contract of employment of an employee by reason of redundancy if the following happens;

- (a) the employer ceasing or intending to cease to carry on the business by virtue of which the employees were engaged;
- (b) the business ceasing or diminishing or expected ceasing or diminishing the requirement for the employees to carry out work of a particular kind in the place where the employees were engaged; or
- (c) an adverse alteration of the employee's conditions of service which the employee has not consented to.

### SUMMARY DISMISSAL

The employer has the mandate to dismiss an employee summarily if the employee is guilty of gross misconduct inconsistent with the express or implied conditions of the contract of employment or breach of the company's disciplinary code & grievance procedure.

### CONTRACT EXPIRY

A contract of employment expires at the end of the term for which it is expressed to be made or in any other manner in which a contract of employment lawfully expires or is deemed to expire under the Employment Code Act or any other law.

**NB: all information regarding the forms of Termination is detailed in the Termination report, kindly refer to HR.**





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