



**VFD GROUP  
SANCTION GRID  
2016**

## COMPANY SANCTION GRID

The measures provided in the disciplinary code are the recommended measures that may be taken against an employee. Management may, at its sole discretion, impose a lesser or higher measure where the circumstances merit such consideration. The penalties provided for in this Grid of Sanctions shall be the standard disciplinary measures recommended for application and enforcement.

A disciplinary committee (DC) consisting of 5 persons shall be set up to address all disciplinary issues and grievances referred to the committee. Human Resources shall present the committee's recommendation to Management for final decision.

The Disciplinary Committee (DC) for VFD Group will sit to consider and make recommendations to Management on all disciplinary matters coming before it.

### Membership:

The membership of the Disciplinary Committee shall consist of the following;

- a. Human Resources representative
- b. Risk Management
- c. Internal Control representative
- d. Legal Services representative
- e. At least one (1) person as may be nominated by Management (which maybe a concerned member of staff's department/ unit/ team head).

Where any of the constituted member is supposed to face the Disciplinary Committee an Executive Management will be nominated to be a member of the Committee.

### Functions:

The DC shall carry out the underlisted duties and such other disciplinary functions as may, from time to time, be assigned to it by Management.

- a. Consider and determine all allegations of misconduct or behaviour against any employee
- b. Report to and make recommendation to Management in writing on outcome of all its sitting
- c. Implementation of DC recommendations subject's to management's approval

### Quorum:

Any three of the above members shall form a quorum for any valid sitting.

The following are the various classes of offences and appropriate penalties proposed;

#### A. GENERAL OFFENCES/ MISDEMEANOURS

General misdemeanours shall include but not limited to the following

S/N	OFFENCE	PENALTY
1	Breach of specified dress code.	Directives to return home and change in the first instance and subsequently a written query.
2	Irregular attendance; (a) Habitual lateness to work (b) Absences from work without any reasonable excuse or obtaining prior permission.	More than 3 times in a month will have one (1) full day's pay deducted from their salary for the month. Subsequently staff will pay a sanction for lateness to work =N=5,000. Any staff who pays the lateness fine 3 times will have further disciplinary action taken against them.
3	Failure and/or refusal to carry out routine instructions as directed by appropriate authority.	Query in the first instance and subsequently a warning letter, suspension (5 working days without pay) and where misconduct continues, termination of employment.
4	Insubordination	Termination
5	Engaging in or condoning any act or conduct amounting to dishonesty and fraud.	Suspension (two weeks without pay) and where misconduct continues or depending on the degree of the offence, termination of employment
6	Failure without good cause to report for extra duty/overtime work when required to do so.	A written query in the first instance and subsequently 5 working days suspension without pay
7	Failure to report absence from work to the company at the earliest possible opportunity which shall be within twelve (12) hours.	A warning letter and subsequently one day shall be deducted from the staff's annual leave entitlement.
9	Gambling during work hours or on company premises.	Written warning and subsequently 5 working days suspension without pay. Continued action will result in termination of employment.
10	Engaging in any business or holding any other office/employment, whether full time or part time, whether remunerated or not, without the approval of Management.	Compulsory cessation (Resignation) of appointment subject to the ratification of Management.

11	Unauthorized use of Company privileges such as office, designation / title, official car, quarters etc.	Warning letter in the first instance and subsequently will be treated as insubordination.
12	Failure to attend approved training programmes without reasonable excuse or early notification.	Deduction of training cost from staff salary and a caution letter.
13	Use of physical violence, threat or intimidation of fellow employees.	Termination of employment.
14	Engaging in any business that conflicts with the interest of the organisation or its subsidiaries.	Termination of employment
15	Providing false or misleading reference	Termination of employment
16	Conviction for any offence which Management considers to be seriously discrediting to VFD or which will seriously prejudice the person convicted and render him unfit in the performance of his duties	Termination of employment
17	Making unauthorised statements or comments to the press or third parties where the company's name may be involved, mentioned, implied or affected.	Written warning and subsequently, indefinite suspension up to and including termination or as may be decided by Management.
18	Conduct of a scandalous or other disgraceful behaviour involving moral depravity which Management considers to be of such a nature as to render the person concerned unfit to continue to hold office in VFD or detrimental to the firm.	Warning letter in the first instance and subsequently referral to the Disciplinary Committee

## B. OFFENCES RELATING TO PRODUCTIVITY AND EMPLOYEE'S WORK OBLIGATIONS

S/N	OFFENCE	PENALTY
1	Failure to carry out assigned task within the agreed Turn Around Time (TAT)	Consistent failure to adhere to TAT shall result in a written warning
2	Failure to send routine reports within approved TAT	
3	Failure to treat customer's transactions within acceptable TAT leading to customer's dissatisfaction	
4	Failure to respond to mails (internal and external) within approved TAT	
5	Poor quality of work or failure to maintain required output levels.	Written warning.
6	Failure to meet deadlines in submitting agreed deliverables	Written warning
7	Sleeping on the job, negligence or otherwise failing to perform assigned work/tasks.	Written warning
8	Watching videos or spending time on social networking sites during working hours.	Written warning and subsequently deduction of half day's pay.

## C. OFFENCES RELATING TO COMPANY PROPERTY AND ASSETS

S/N	OFFENCE	PENALTY
1	Failing to report damage to an employee, visitor or company's property.	Written warning and the individual shall bear the cost of repairs or replacement of the asset
2	Using company asset without appropriate authorisation.	Written warning
3	Inappropriate use of company fixed telephone.	Written warning in the first instance and employee shall bear call costs in all cases of breach.
4	Poor maintenance or neglect of equipment/machinery, material or any company property entrusted to the care of any staff for which the employee is responsible in the course of his/her employment.	Written warning and the individual shall bear the cost of repairs or replacement of the asset.

<b>5</b>	Malicious damage to the company, visitor's or other employee's property and Reckless or negligent use of company asset or property	<b>Written warning and the individual shall bear the cost of repairs or replacement of the asset.</b>
----------	--	---

#### **D. OFFENCES OF DISHONESTY**

<b>S/N</b>	<b>OFFENCE</b>	<b>PENALTY</b>
<b>1</b>	Failure to disclose gifts of any kind, including but not limited to monetary gifts etc. (in excess of N5,000.00), received in the cause of carrying out official company duties calculated to influence official functions to Risk Management or any other superior personnel.	Written warning
<b>2</b>	Certificate forgery or misrepresentation of facts as to educational qualification. e.g. birth certificates, academic qualifications, NYSC certificates, medical certificates etc.	Summary Dismissal.
<b>3</b>	Colluding with a client or any other party to consummate any transaction prejudicial to VFD or its subsidiaries.	Summary Dismissal.
<b>4</b>	Dishonesty, gross misconduct, conspiracy, theft, bribery, fraud, giving false or misleading information to the company, clients, employees or persons having dealings with the company.	Summary Dismissal.

#### **E. INSULTING OR DEROGATORY BEHAVIOUR**

<b>S/N</b>	<b>OFFENCE</b>	<b>PENALTY</b>
<b>1</b>	The use of abusive signs, behaviour and/or insulting, language.	Warning letter.
<b>2</b>	Promoting or engaging in discrimination or any form of discriminatory behaviour as to tribe, sex, creed, political or religious beliefs etc.	Warning letter and subsequently termination of employment.
<b>3</b>	Harassment, including sexual harassment of the opposite or of same sex	Written warning and subsequently 5 working days suspension without pay. Continued action will result in termination of employment.
<b>4</b>	Threat to life or any form of bodily harm to customers, suppliers, visitors, or other person within or outside the company's premises.	Summary Dismissal.
<b>5</b>	Engaging in any conduct that, in the view of the Executive Management, is calculated to bring VFD Group or any of its subsidiaries into any form of disrepute.	Written warning in the first instance and subsequently termination of employment.

<b>6</b>	<b>Assault, battery or any attempt to assault a person or engaging in a fight of any kind within the company premises.</b>	<b>Summary Dismissal</b>
----------	--	--------------------------

#### **F. OFFENCES RELATING TO HEALTH AND SAFETY**

<b>S/N</b>	<b>OFFENCE</b>	<b>PENALTY</b>
<b>1</b>	<b>Creating, causing, or allowing any condition or situation that causes injury and/or endangers the general health and safety of employees or other persons within the company premises.</b>	<b>Written warning, in the first instance. Suspension without pay for one week and thereafter termination of employment.</b>
<b>2</b>	<b>Failure to follow company health and safety policies and procedures.</b>	<b>Warning letter, in the first instance and Suspension without pay for one week subsequently</b>
<b>3</b>	<b>Smoking in non-smoking areas.</b>	<b>Warning letter.</b>

#### **G. ALCOHOL OR DRUG RELATED OFFENCES**

<b>S/N</b>	<b>OFFENCE</b>	<b>PENALTY</b>
<b>1</b>	<b>Illegal possession of narcotic drugs or other psychotropic substances on company premises.</b>	<b>Summary dismissal</b>
<b>2</b>	<b>Consumption of alcohol during working hours on company premises other than alcohol provided by the company during the course of a company party, function or reception.</b>	<b>Warning letter</b>

#### **H. POSSESSION OF FIREARMS**

<b>S/N</b>	<b>OFFENCE</b>	<b>PENALTY</b>
<b>1</b>	<b>Illegal possession of firearms or other dangerous weapons within the company premises, unless duly authorised by the company in writing.</b>	<b>Summary Dismissal.</b>

#### **I. BREACH OF COMPANY SECURITY MEASURES**

<b>S/N</b>	<b>OFFENCE</b>	<b>PENALTY</b>
<b>1</b>	<b>Trespass or presence within company premises when prohibited by Management.</b>	<b>Warning letter.</b>
<b>2</b>	<b>Failure to adhere to company security procedures.</b>	<b>Warning letter. Additional measures may be warranted depending on the gravity of the circumstances.</b>

<b>3</b>	<b>Entry into unauthorised offices such as treasury, vault etc.</b>	<b>Query in the first instance and thereafter warning letter. Additional measures may be warranted depending on the gravity of the circumstances.</b>
----------	---	---

### SEQUENCE OF SANCTION

1. Letter of Displeasure
2. Caution Letter
3. First warning
4. Second warning
5. Final warning
6. Suspension
7. Termination/Dismissal

### PROCEDURE:

- Without prejudice to the sanctions listed above queries will be issued to obtain the defaulters account of the offence and the response reviewed to determine extent of culpability or otherwise.
- Any staff who receives a query shall be issued a sanction letter depending on the response to the query and the gravity of the offence.
- All sanctions will have impact on the staff appraisal rating for each appraisal cycle and will expire at the end of the year (January to December).

<b>SANCTION</b>	<b>DEDUCTIBLE POINTS</b>
Letter of Displeasure	1
Caution Letter	2
First written warning	4
Second written warning	6
Final written warning	8
Suspension	10

- Certain offences may not follow the sequence of sanction depending on the gravity and financial loss to the company.
- In the case of grave offences where there are no clear evidences to determine guilty parties, members of staff involved will be required to proceed on indefinite suspension pending the outcome of investigations by Risk Management and or Internal Control.





- Disengagement or dismissal may apply without recourse to the Disciplinary Committee (DC) if a voluntary confessional statement is received from the staff.
  - Human Resources shall have responsibility for proper and safe documentation of all Disciplinary Committee (DC) cases and will present the recommendations to Executive Management.
  - Enforcement and implementation of all decisions of the Disciplinary Committee (DC) shall be subject to the CEO's approval.
  - The Chief Executive Officer has the power to waive all the applicable sanction as captured on the sanction grid or recommended by the committee.
  - We recognize staff members right to appeal against any disciplinary action. In such situations all appeals must be made within 72 hours of notice of the disciplinary action.
- NB: all known principles of fair hearing must be observed.

#### **INTERPRETATION OF TERMS:**

The following terms shall have the meaning ascribed/assigned to them in this Grid of Sanctions:

- Company means VFD Group.
- Executive Management means members of the Group Executive Committee.
- Offence means the violation or breaking of a social or moral rule; transgression, misdemeanour of a kind/nature that is offensive to the corporate existence of VFD Group as an entity.
- Sexual harassment means indecent conduct of a sensual nature towards a person of the same or opposite sex.
- Query means a written caution demanding a written explanation/response.



**Prepared by:**

..... Date .....

**Monica Benson-Onaji**  
**Human Resources**

**Concurred by:**

..... Date.....

**Gbenga Omolokun**  
**Chief Operating Officer**

**Approved by:**

..... Date.....

**Nonso Okpala**  
**Chief Executive Officer**



**I hereby confirm that I have read, understood, and agreed to the provisions of the sanction grid.**

**I also understand and agree that any provision of this staff sanction grid may be amended or revised at any time by Company with or without notice.**

**My signature below indicates that I accept and abide.**

---

<b>Employee Name</b>	<b>Signature</b>	<b>Date</b>
----------------------	------------------	-------------

---

<b>Human Resources</b>	<b>Signature</b>	<b>Date</b>
------------------------	------------------	-------------