

# HUMAN RESOURCES POLICY



## HUMAN RESOURCES POLICY

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**November 2018**

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## ACRONYMS and DEFINITION OF TERMS

<b>BFOD</b>	<b>Best Fare of the Day- defined as the best priced airfare available for the day</b>
<b>CEO</b>	<b>Chief Executive Officer</b>
<b>CS</b>	<b>Corporate Support</b>
<b>CSDR</b>	<b>Corporate Services</b>
<b>HIV</b>	<b>Human Immune Virus</b>
<b>HR</b>	<b>Human Resources</b>
<b>ML</b>	<b>Management Level</b>
<b>PL</b>	<b>Professional Level</b>
<b>SHE</b>	<b>Safety, Health and Environment</b>
<b>TOIL</b>	<b>Time off in Lieu</b>
<b>CILL</b>	<b>Cash in Lieu of Leave</b>
<b>OIC</b>	<b>Officer In Charge</b>
<b>SI</b>	<b>Statutory Instrument</b>

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# HUMAN RESOURCES POLICY

## PREAMBLE

The Infrastructure Development Bank of Zimbabwe (“IDBZ/the Bank”)’s goal is to be the ‘*Employer of Choice*’ working towards gender equality/equity, social inclusivity, sustainable infrastructure development and green growth. The Bank will endeavour to attract and retain a high-quality work force necessary to deliver on the objectives of the Bank’s Medium-Term Strategy (MTS) 2020/2030, of supporting Zimbabwe’s development thrust towards an empowered society and a growing economy.

The Bank aims to create an open and conducive environment to attract, retain, develop and reward top quality staff that has the necessary skills and competencies. People are at the heart of the work carried out by the Bank. This Policy aims to provide a coherent framework and an agenda for the many people challenges that will need to be addressed to allow the Bank to realise its vision to be the Employer of Choice. The goal of becoming the Employer of Choice is aspirational and motivating. It requires a multi-year commitment to continuous improvement and organisational transformation.

The Bank has strong values, a clear and energizing mission and a deep sense of purpose which drives its ability to attract experienced, talented and committed professionals. The institution has embraced diversity and inclusion which are key drivers in establishing greater employee engagement, commitment and improved performance. The Bank offers the chance for deeply satisfying work, significant skill development and experience. We are characterised by a strong sense of community – values that can be elusive in large organisations. The Bank is valued for the strong expertise of its workforce, its in-depth knowledge of the country’s developmental issues and its responsiveness to its clients. Bank staff are connected to the Bank’s mission; they find their work interesting and relevant and appreciate the Bank’s diversity; job security and the Bank’s generous benefits packages are recognised as a valuable asset. Our goals are deeply founded on values that recognise employees as individuals from nuanced families and therefore strive for a conducive environment which caters for such.

The purpose of this Human Resources Policy is to provide staff throughout IDBZ with a source of continuing guidelines. In compiling this Policy, the principle of equal opportunities for all whereby no employee shall be discriminated against, on the grounds of colour, creed, sex, marital status, religion etc has been strictly adhered to. This policy must be read and operationalised together with the Human Resources Procedures and Processes Manual. Each Director/Head/Manager of the Department/Unit/Division – as a practicing human resource practitioner – is responsible for the interpretation of these policies in his/her area of jurisdiction. Where doubt exists as to the correct interpretation of these policies, the CSDR will be consulted.

CSDR through its Director shall be the custodian of the Policy and its Manual and shall ensure uniformity in its application and interpretation in liaison with respective Office holders of Departments/Units/Divisions.

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Any deviation from the policy shall require the express approval of the Chief Executive Officer upon recommendations by the Director: CSDR arising from any suggestions related to recurrent problems or changed circumstances.

This Policy elaborates on the basic conditions of service of staff members. Together with the staff handbook, the Human Resources Policy and its Manual forms a part of the contract between the Bank and each staff member and set out the rights, duties and obligations of staff members on the one hand and of the Bank on the other. They express the internal regulations of the Bank governing the employment relationship between staff members and the Bank. The following sections are covered in this Policy:

- **Chapter 1: EMPLOYMENT**
- **Chapter 2: COMPENSATION AND BENEFITS**
- **Chapter 3: WORKPLACE CONDUCT**
- **Chapter 4: JOB EVALUATION AND SALARY STRUCTURE**
- **Chapter 5: PERFORMANCE MANAGEMENT**
- **Chapter 6: TRAINING AND DEVELOPMENT**
- **Chapter 7: LABOUR RELATIONS**
- **Chapter 8: CORPORATE WELLNESS AND WELFARE**
- **Chapter 9: GENDER, DIVERSITY AND SOCIAL INCLUSION**

## CONTEXT

This Policy should be read in conjunction with:

- ILO Conventions on Labour Practices
- Constitution of Zimbabwe **Amendment (No. 20) Act 2013**
- The Labour Act [*Chapter 28:01*]
- The Public Entities Corporate Governance Act [*Chapter 10:31*]
- The Public Finance Management Act [*Chapter 22:19*],
- Statutory Instrument 15, Labour (National Employment Code of Conduct Regulations, 2006 (for professional level and management staff)
- Statutory Instrument 273 of 2000 Collective Bargaining Agreement for the Banking Undertaking: Code of Conduct for Corporate Support Staff (unionised)
- Standards on Safety, Health, Environment and Quality
- The Human Resources Procedure Manual
- Employment Conditions hand book
- Any other relevant Human Resources Policies
- Any other Statutory Instruments

## INTRODUCTION

This document has been issued strictly for internal business purposes of the IDBZ. It is not for distribution to outside parties such as other banks, prospects, interested borrowers or any other institution or individual. Every employee of the Bank who accesses this document is bound by



# **HUMAN RESOURCES POLICY**

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## **BANK'S AMBITION**

We are committed to providing our employees with good working conditions, a safe and healthy work environment, and flexible employment possibilities that support a better balance of private and professional life consistent with our ambition as the employer of choice. As such, we provide flexible working conditions whenever possible and encourage our employees to have outside interests especially community involvement. Those with line management responsibilities are required to take personal ownership of safety and health within their area of responsibility and are encouraged to develop their capability in this area. Our commitment due to the nature of our work goes beyond our own employees. We care and value all the people working inside or outside our premises under contractual obligations with service providers and we insist that they also take steps so that adequate working conditions are made available to them. We believe that it is essential to build a relationship based on trust and respect of staff members at all levels. We do not tolerate any form of harassment or discrimination. Therefore, managers are committed to build and sustain, with their teams, an environment of mutual trust, inclusion and equity. Human Resources ensures that a respectful dialogue is present, and the voice of the employees is heard to improve the Bank's functions. In line with the Bank's mandate, we encourage all employees to embrace the Bank's vision and be part of the greater picture in promoting economic development and growth, as well as improving the living standards of all Zimbabweans.

## **CHAPTER 1: EMPLOYMENT**

Considering that employment is dependent on growth, all factors that influence growth ultimately impact employment creation. This is particularly important given that the demand for labour is derived. Thus, macro-economic performance, in as much as it affects growth, is

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critical for employment creation. The Bank shall provide opportunity for all men, women, youth and the disabled among other disadvantaged groups to be employed in a safe, health and descent space and allow career growth for all Bank staff. This Chapter outlines Bank's recruitment and selection policies, conditions of service and code of ethics among others. It also highlights expectations for its employees and lists what employees can expect from the Bank as an employer of choice.

## Objective

The purpose of the Employment section of the Policy is to ensure that the Bank articulates policy guidelines in respect of:

- 1.1 Recruitment and Selection
- 1.2 Induction
- 1.3 Probation Period
- 1.4 Conditions of Service
- 1.5 Code of Ethics (Financial Disclosure and Conflict of Interest)
- 1.6 Leave
- 1.7 Termination and Retirement
- 1.8 Travel & Subsistence

## 1.1 Recruitment and Selection

The General objective of this section is to source and select best possible talent to meet the Bank's business needs using varied effective recruitment methods. The selection criteria will be gender sensitive and have an inclusivity approach. The Bank will aim to prevent all forms of unfair discrimination, *nepotism* and favoritism that could arise in the recruitment and selection of staff.

### The specific objectives are:

- To have a pool of suitably qualified applicants on time.
- To create a favourable image of the organization, making it an employer of choice.
- To optimise recruitment costs.

### 1.1.1 Staff Promotions

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IDBZ will aim to fill certain vacant positions using internal Human Capital whenever possible. The purpose of staff promotion is to recognize the achievements and development of IDBZ staff and their demonstrated capacity to contribute to the Bank's mission and strategic goals by undertaking duties and responsibilities at a higher level than their current appointment.

This is aimed at:

- Generating loyalty through the recognition of individual merit and improved morale by fulfilling employees' need for increased status.
- Making Succession Planning/Career Development and business continuity a reality.
- Increasing productivity and inculcating a culture of performance in all employees.
- Enhancing Performance Management; Training and Development

## **Eligibility**

- All IDBZ staff whether full time or on contract may be considered for promotion;
- Staff who have successfully completed probation;
- Individual performance should meet or exceed requirements, as determined through the Performance Management System;
- An employee may be promoted by applying when a vacancy arises or through having been recommended by a superior following performance appraisal.

## **Responsibility**

The CEO is responsible for approving the submitted promotions on the recommendations of the Promotions Board and Line Management.

### **1.1.2 Skills Inventories**

A skills-inventory will be conducted annually to get personal information of all employees including such as but not limited to qualifications, competencies, skills, performance, promotion and experience for internal or external movements such as succession planning, secondments and staff exchange programs. The Director CSDR may from time to time request a special skills inventory.

### **1.1.3 Recruitment of Fixed Term Contract Staff**

The Bank may from time to time enter into contracts with individuals on a fixed term contract basis. The employment offer for contract staff and contract renewals will be done in accordance with the provisions of the Labour Act.

### **1.1.4 Recruitment of CEO and Other Senior Staff Members**

The CEO and other senior staff members shall be engaged by the Board of Directors in line

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with the requirements of the Public Entities Corporate Governance Act [Chapter 10:33] (“PECGA) on such terms and conditions as may be prescribed by the Minister responsible for the PECGA from time to time.

## 1.1.5 Engagement of Consultants, Investees and Executing Entities

The Bank will apply the standards set out in this policy insofar as the same is applicable. The Bank will ensure that all engaged contractors/long term consultants have the necessary requirements such as medical insurance and life cover or short term medical and life cover is planned during that period or before recruitment is done. It will be the responsibility of an Independent Contractor to take care of their medical insurance life cover insurance and health and safety aspects. Such Standards are outlined in the Environmental and Social Sustainability Manual and shall be stipulated in the Contractors or Executing Entities Contract Agreements.

## 1.1.6 External Recruitment Sources

The Bank shall use print media, roadshows, e-recruitment, agencies and head-hunting. All positions should be recruited through open advertisements. The Bank shall also conduct roadshows to cultivate an interest in the institution by the potential employees e.g. University students.

## 1.1.7 Exclusion of family members from employment

- a) The Bank shall not offer any employment or consultancy to a person who is related to any staff member, within the second degree of consanguinity or affinity. (*i.e. parent, brother, sister, spouse, child, grandparent, grandchild, brother-in-law, sister-in-law, parent-in-law, son-in-law, and daughter-in-law.*)
- b) The Bank shall not offer employment to married couples unless they meet during their employ with the Bank. Where two staff members marry, their entitlements, duties and/or roles may be modified to reflect their change in status in accordance with the relevant rules and regulations of the Bank.

## 1.1.8 Security and Health Checks

The employer will carry out security checks for all positions before hiring them. These may include:

- **ZRP clearances**
- **Credit clearances**
- **Physical Medical Examinations**
- **Reference checks**
- **Name Screening against the Sanctions and Politically Exposed Persons List**

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The Bank will carry out normal medical examinations excluding chronic illness such as but not limited to HIV and Cancer. The Bank will also facilitate comprehensive medical examinations and shall not use medical results to discriminate staff members.

## **1.1.9 Transport, Accommodation for Shortlisted Candidates**

The Bank will pay or reimburse candidates' approved travel and subsistence allowances and accommodation to attend face to face interviews for candidates out of town/Zimbabwe as guided by the travel policy.

## **1.1.10 Appointment**

All letters of appointment will be signed by the Director – Corporate Services and Human Resources, for ML5 to ML4 Grades except in the case of the appointment of Directors, while appointment letters for the rest of staff (PL1-CS2) will be signed by the Manager Human Resources Division.

Acceptance of a job offer should be made in writing in all instances.

## **1.2 Induction**

Induction is a human resource management activity, which introduces new employees to the IDBZ and to the employee's new roles, management and work groups. Induction is meant to facilitate the introduction of new employees into the Bank's employment and familiarize them with the activities, goals and objectives of the Bank. The importance of induction is to ensure that the recruitee not only understands the way the Bank operates, how his/her job is organized but also embody the culture of the organization including understanding its policies, procedures and systems.

### **The specific objectives are:**

- To enable the new employee to achieve production standards within a shorter time, thus reducing the costs involved in taking on new employees;
- Assist in eliminating a new employee's initial uncertainty and anxiety, enabling him/her to approach the new task with a positive attitude;
- Help to create realistic employee expectations, that is, will make an important contribution towards bringing expectations into line with reality; and
- Help to create job satisfaction and a positive attitude towards the Bank

Responsibility for induction programme will be split between Human Resources (HR), and respective Director/Head/Manager.

Every employee who is engaged by the Bank will be placed on probation period as provided for in the Labour Act. The intention is to enable the new employee to assess whether he/she

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enjoys the work opportunities provided by the Bank on the one hand, and to allow the Bank to assess whether the new employee has the ability, initiative, capacity and meets the minimum performance required for the job.

## 1.3 Conditions of service

Terms and conditions of service are a broad framework within which the relations between the Bank as the employer and its employees are regulated. The fundamental principles are that there should be cooperation among all staff within the Bank, to foster a positive family friendly environment and that the rights of all parties should be protected and acknowledged. This section covers aspects on:

- Remuneration
- Hours of Work, Overtime and Flexitime
- Relocation, Staff Transfers and Other allowances
- Acting and Promotion
- Gratuity/Long Service
- Travel & Subsistence
- Termination of Service

### 1.3.1 Remuneration

Staff remuneration will be on a month to month basis on a calendar day that will not go beyond the 25<sup>th</sup> of each month. Such remuneration shall be pegged in line with the salary market or any other framework to be determined by the bank from time to time. Remuneration shall be guided by the Bank`s Board approved Salary Structure.

### 1.3.2 Hours of work, Overtime and Flexi-time

The basic full-time work week is 40hours over five consecutive days from Monday at 0800hrs to Friday 1630hrs with a 1-hour lunch break provided between 13:00hrs -14:00hrs. Straight time is time worked up to 8hours a day and 40hrs a week. Staff maybe required by respective line Managers to work on Saturday between 0800hours and 1130hrs. Hours of work shall be in line with relevant statutory instruments and/or individual contracts of employment.

### Overtime

All CS employees will be eligible to payment for overtime worked at the prescribed rate upon approval by the line manager. Employees shall not be required to work more than 8 hours of overtime per week. Where an employee is eligible to be paid for any overtime work which he / she is required to do, the rate paid for overtime work will be one-and-a-half times during working days and two times during Sunday and Public Holidays The ratepaid for overtime will

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be in accordance SI 273 of 2000 Collective Bargain Agreement for the Banking Undertaking.

In cases where an employee is not eligible for payment for overtime worked, he/she may request leave in lieu of overtime worked (toil). The leave will be taken with a given period and no overtime premium will be paid.

### **Flexi-time**

The Bank recognizes the need for Flexi Time practice arrangements as it enables employees to balance work and home life without compromising efficiency and quality of the services and products provided to its clients and stakeholders. In this regard the staff members may be allowed to work from home subject to a discussion with and recommendation from the Business Unit Manager and CSDR and approval by the CEO. The implementation and application of flexi time will be guided by nature of individual and Business Unit functionality.

### **1.3.3 Relocation and staff transfer**

In a bid to optimize the use of its human resources, all employees of the Bank are subject to transfer on short-term or long term assignments in another Division or to different location within the Country or different department within the same Division or to a different position within the same department.

All costs associated with the Bank initiated transfers will be borne by the Bank if the transfer results in relocation. The Bank will meet all the costs associated with the transfer including travel, removal of household personal effects and temporary accommodation.

Employee initiated transfer requests must be processed through the Departmental Head in collaboration with the Human Resources. The cost of transfer shall be borne by the employee.

### **Time Limit for Relocation**

Staff members may be transferred from Head Office to any other IDBZ Office. At such instances the Bank shall cater for all expenses associated with the transfer including a relocation allowance.

### ***Relocation Allowance and Logistics***

There shall be a once off relocation allowance equivalent to 100% of the employee's monthly basic salary subject to tax. This shall apply to staff members who will be away for a minimum period of 30 days.

### **Temporary Relocation of Staff Members On Bank Business**

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The following policy shall cater for staff members temporarily relocated on Bank business for a minimum period of 30 days.

- Staff members may be temporarily transferred and assigned to specific Bank business away from their usual place of work.
- The Bank shall meet all the relocation costs for the staff member i.e. travel, storage and or transportation of property.
- The staff member is expected to have secured decent accommodation within a period of 1 month and the Bank will pay 100% of the deposit required since it is refundable after the duration of the stay.
- The Bank shall assist the staff member by subsidising their monthly accommodation/rental costs and will cover **60%** of the market monthly rental costs pegged on a standard three bedroomed house, while the staff member is expected to pay **40%** of the same.
- This shall be applicable for the entire duration of the assignment. In such instances the staff member is urged to seek for decent accommodation in a middle density neighbourhood to protect the Bank`s image, reputation and to ensure their safety.

### 1.3.4 Acting

It is expected that from time to time employees may be required to relieve an employee when they are away on leave/training/official duty. Acting allowances are only payable to employees if they take on the full responsibility, for a continuous period of at least twenty-two (22) working days in a position that is senior to their substantive position. Acting allowances are also paid to employees acting in a higher position that has fallen vacant and to which they may be promoted. If positions fall vacant, the Management will appoint the most senior officers in an acting capacity. The one acting on the vacant position may be considered to fill that post.

For vacant positions, acting period will be for up to **six (6) months** during which an initial assessment will be made after a period of three (3) months. The acting allowance shall be 25% of the superior position in which the staff member is acting in. After the three-month period (3) the Bank may terminate the acting period on the following basis:

- Unsuccessful performance
- Abolished post

The Bank may appoint the acting candidate subject to a satisfactory performance review or hire another candidate where the acting candidate is unsuccessful.

### Officer In Charge

A staff member maybe appointed as the Officer In Charge (OIC) in the absence of their immediate supervisor. In such instances, he/ she will not be required to make any decisions in the OIC capacity and if there is need for a decision to be taken, it will be elevated to the next senior management office.



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## 1.4 Gratuity and Long-Term Service

Recognition and appreciation of long and loyal service employees is the Bank's initiative to reward, motivate and engage staff while reinforcing the message of rewarding loyalty.

### 1.4.1 Gratuity

Where an employee has served for a stipulated minimum number of years (5 years, pro-rated thereafter), there shall be a gratuity upon termination of service. Gratuity shall be derived from the provisions and conditions of this Policy upon termination of employment for whatever reason. Gratuity payable to Corporate Support Staff shall be as provided for under the CBA: SI 273 of 2000 as amended from time to time. Gratuity to Professional Level staff shall also be payable to a qualifying staff member using the criteria set out in terms of CBA: SI 273 of 2000 as amended from time to time. Gratuity for the CEO and senior staff members shall be paid in accordance with the provisions of the PECG Act (i.e. the proposed amount shall be notified to the Minister of Finance and approved/ratified by shareholders at the Bank's Annual General Meeting).

### 1.4.2 Long service

Where an employee has served for a stipulated minimum number of years, they shall be eligible for a long service award. Long service shall be a minimum of ten years and thereafter at every five-year interval. Such quantum of the award shall be determined from time to time by the Board in line with best practice.

In line with this Policy:

- a) Employees become eligible for awards on the date on which they complete the appropriate number of years of service.
- b) All Gratuity awards granted in terms of this policy or the CBA, Banking Undertaking shall be subject to tax in the month in which they are granted.

## 1.5 Travel and subsistence

The Bank will approve both local and foreign travel to be undertaken when it can be demonstrated that travel is necessary for the transaction of Bank business and is in the Bank's best interest. This includes local and foreign, internally and externally funded travel.

# HUMAN RESOURCES POLICY

## 1.6 Leave

It is expected that from time to time employees should have a work life balance and this includes staff on probation. This is in line with constitutional and other regulatory frameworks. In certain circumstances staff may fall sick or have personal needs that require time off. This section is aimed at regulating all forms of leave to staff for the granting and taking of such leave. Absence from work without approval or a valid reason for more than 5 days shall be regarded as misconduct. An employee's annual leave cycle shall commence on the date of employment with the Bank.

The policy will provide guidance on the following categories of leave:

- Annual/ Vacation Leave;
- Sick Leave
- Maternity Leave;
- Compassionate/Special Leave;
- Paternity leave
- Adoption leave
- Occasional leave
- Time off in lieu

### 1.6.1 Annual Vacation Leave

Vacation leave is accrued at the rate of 30 days per year up to a maximum of (90) days. An employee cannot accrue more than (90) days' vacation leave. In calculating vacation leave weekends and holidays are included. In terms of the Labour Act, to qualify for paid vacation leave, an employee must have completed one-year service with the employer. Leave shall be accumulated at the rate of 2.5 days per calendar month or as per the individual's contract.

Where an employee can go for only part of his/her leave days then he/she does not forfeit the balance that he/she has not used. If an employee falls ill during the vacation leave the employee can cancel it and take a sick leave instead. If the employee has not accrued any vacation leave, he/she can still be given vacation leave, but it will be without pay.

Should an employee retire, become medically disabled, die before reaching retirement age, or leave the Bank for any other reason, any leave accumulated by such employee, shall be paid out to such employee or his/her dependents.

Cash in lieu of leave may be granted. Such payments will be for a minimum of seven (7) days and a maximum of thirty (30) days. Cash in lieu of leave can be paid with or without the employee proceeding on leave.

### 1.6.2 Advance Vacation Leave

## **HUMAN RESOURCES POLICY**

An employee may take a maximum of five (5) working days leave (excluding Saturday, Sunday and Public Holiday) per service year in cases of emergency, more than their thirty (30) day vacation leave provided the Human Resources Division approves it. Reasons for applying for leave in excess of the normal entitlement should accompany the leave application and should be noted / recommended by the relevant Superior prior to approval by Human Resources Division. Subsequent leave applications will not be approved/ processed until such time that the negative leave balance has been eliminated. If an employee takes leave more than his annual leave balance without prior approval, the excessive days constitute absence from office without permission, which may be construed as an act of misconduct.

### **1.6.3 Maternity Leave**

Maternity Leave seeks to ensure that no employee is unfairly discriminated against due to pregnancy, intended pregnancy, or any reason related to her pregnancy. An employee is entitled to 98 leave days with full pay regardless of how long she has served the Bank.

An employee can go for maternity leave as many times as she so wishes while working for the IDBZ.

Female workers are entitled to paid nursing breaks (at least one hour or two 30-minute breaks) for the period during which she actually nurses her child or six months, whichever is the lesser. The breast-feeding/nursing breaks can be combined with the normal breaks an employee receives. However, the grant of such break is to be done without disrupting the normal production process in the Bank. Any additional breaks required by an employee shall be granted by line Management. Employees on maternity leave may be granted sick leave on condition that the illness is not maternity related. In proceeding on maternity leave, an employee shall ensure that she shall not work within a period of six weeks after child birth.

An employee who has a miscarriage during the second and third trimester of pregnancy or bears a still born child is entitled to maternity leave for six weeks after the miscarriage or stillbirth, whether the employee had commenced maternity leave at the time of the miscarriage or still birth.

. Should the employee return to work upon expiry of the approved period of paid and unpaid maternity leave, her job or similar work at the same rate of remuneration will be guaranteed.

### **1.6.4 Paternity Leave**

In line with gender inclusivity, sustainable development goals and ensuring a work-life balance, paid paternity leave of up to 5 working days after child birth occur, shall be granted to a male employee. .

# HUMAN RESOURCES POLICY

## 1.6.5 Sick Leave

During any one-year period of service of an employee an employer shall, at the request of the employee supported by a certificate signed by a registered medical practitioner, grant up to ninety days' sick leave on full pay.

If, during any one-year period of service of an employee, the employee has used up the maximum period of sick leave on full pay, an employer shall, at the request of the employee supported by a certificate signed by a registered medical practitioner, grant a further period of up to ninety days.

Sick leave on half pay where, in the opinion of the registered medical practitioner signing the certificate, it is probable that the employee will be able to resume duty after such further period of sick leave.

If, during any one-year period of service, the period or aggregate periods of sick leave exceed—

- (a) ninety days' sick leave on full pay; or
- (b) one hundred- and eighty-days' sick leave on full and half pay;

The employer may terminate the employment of the employee concerned.

## 1.6.6 Special Leave/Compassionate Leave

Special leave for all employees shall be as per the provisions of the Labour Act (28:01) unless more favourable conditions are provided for either under an Act of Parliament, Statutory Instrument or contract of employment.

This leave is available on full pay for up to **12 days per year** in terms of the Act. Special Leave shall be only available for an employee who is required to be absent from duty for:

- **medical reasons** on the instructions of a medical doctor.
- been subpoenaed to attend Court as a witness,
- the employee who must attend a trade union meeting as a delegate representing employees,
- the employee who has been detained by police for questioning,
- the death of a spouse, parent, child or legal dependant or
- such other justifiable compassionate ground.

## 1.6.7 Casual Leave/Time off in Lieu

## **HUMAN RESOURCES POLICY**

In recognition of a work-life balance and the need to attend to personal welfare, all staff members will be entitled to a non-cumulative casual leave of 12 days per annum. These accrue at a rate of one day per month and do not accumulate; therefore, they are forfeited at the end of the year. The days may not be exchanged for cash.

### **1.6.8 Unpaid Leave**

Leave without pay may be granted on good cause, only to those employees who have used their full leave entitlement, including accumulated leave. Unpaid leave will not be considered for a period more than (three) 3 months.

Approval for unpaid leave will be granted as follows:

- Less than one (1) month – the Director in charge of Human Resources
- More than one (1) month – the Chief Executive Officer

All applications for unpaid leave and reply thereto must be in writing. In all cases of unpaid leave, provisions must be made by the employee to maintain their contribution towards any related benefits.

### **1.6.9 Adoption Leave**

A paid leave of between one month shall be given to an employee to support them at the time of formal/legal adoption. The Bank will take the following among others, into consideration:

- Type of adoption
- Age of the child
- Gender dynamics

## **1.7 Termination or separation**

There are various ways of termination or separation. Notice of termination by both parties shall be done in accordance with the provisions of the Labour Act.

- The termination of temporary employees may be made by giving such notice as agreed between the Bank and the employee.
- Upon termination of service, an employee is entitled to payment in respect of unused vacation leave up to a maximum as set out in the Bank's Leave Policy, provided such monies and payments have not been ceded to the Bank.

## HUMAN RESOURCES POLICY

### 1.7.1 Clearance of Debt and Surrender of Bank Assets

On termination of service with the Bank, employees will be liable for repayment of all outstanding balances of loans and if loans are not repaid within the agreed period, the loan interest rates shall be converted to prevailing commercial interest rates. The staff member shall be required to surrender all Bank assets in their possession including laptops, iPads and mobile handsets among others.

#### Conditions on Departure from Bank Employment

If a member of staff ceases to be an employee of the Bank through:

- i) **Resignation or Dismissal:** The member shall pay the Bank any amounts outstanding on or before the last day of work or later if an undertaking is received from the new employer. The concessionary interest rates shall immediately lapse and be changed to the ruling commercial rates.

Any amounts owing to the Staff Member leaving the Bank's employment in the form of cash in lieu of leave, pension (if any) will first go towards reducing or clearing the loan.

- ii) **Death:** All outstanding staff loan balances will be recovered from the late employee's dues (including pension due).

*The Bank will hand the matter to COPU after (3) months if the loan remains uncleared for whatever reason for due recovery processes.*

### 1.7.2 Exit Interview

All employees leaving on resignation will have to undergo an exit interview before they leave the Bank except in circumstances where the employee has been dismissed or upon death.

### 1.7.3 Retirement

The purpose of this is to ensure that retirement, which is a major factor to be considered in the individual career plans of all employees, is appropriately considered and planned by the bank and individual employees. retirement is defined as the permanent separation from the bank's payroll due to an employee having reached retirement age. Employees may consider early retirement upon attaining age of 55, subject to approval by the Bank. Normal retirement age is 65 years.

# **HUMAN RESOURCES POLICY**

## **Cooling Off Period / Re- Employment**

No employee who resigns or is disengaged from the Bank shall be eligible for reappointment to the Bank unless at least two years have lapsed since he or she last served as an employee (the cooling-off period).

Should an employee request to remain with the Bank after having reached the retirement age, the Bank may, at its discretion; re-employ the employee immediately for a maximum period of five years.

### **1.7.4 Certificate of Service/Confirmation of Service**

Employees who leave the Bank will be given a Certificate of Service upon retirement. Upon resignation, an employee may request for a confirmation of service.

# HUMAN RESOURCES POLICY

## CHAPTER 2: COMPENSATION AND BENEFITS

The Bank provides competitive compensation and benefits to its employees as a way of retaining staff and safeguarding them from liabilities. This section seeks to articulate policy guidelines in respect of the following;

- 2.1 Staff Loans
- 2.2 School Fees
- 2.3 Educational Loan/Part time Study
- 2.4 Bonuses
- 2.5 Medical Aid
- 2.6 Funeral
- 2.7 Pension

### 2.1 Staff Loans

The Bank offers financial assistance in the form of Staff Personal loans to qualifying members of staff as part of its social responsibility towards the welfare needs of employees. The total loan entitlement at any given point shall be up to a maximum of 40% of a staff member's gross monthly salary and is more favourable than the statutory minimum of 25% as provided for in the Labour Act. Depending on the financial commitments or constraints of the Bank, the following are the basic provisions and conditions applicable when Staff are applying for personal loans.

#### 2.1.1 Personal Loan

When all staff personal loans have been considered, the total amount of the deductions should not exceed **40%** of an employee's basic salary except with the express approval of the Chief Executive Officer. The repayment period for personal loans is 3 years (36 months). Employees that are pursuing studies in line with the Bank mandate shall be eligible for an educational loan subject to such loan being accommodated within the 40% limit.

#### Eligibility

Only employees who have completed probation and furnished with a confirmation letter of employment are eligible to access staff loans. As a financial institution, it is imperative that IDBZ employees are creditworthy and take personal responsibility to maintain their personal financial management.

#### Interest Rate



# HUMAN RESOURCES POLICY

The interest rate on the personal loans shall be concessional in line with the Bank's cost of funds. The Bank reserves the right to adjust the interest rate from time to time in line with prevailing market conditions.

## 2.1.2 Vehicle Loan

The Motor Vehicle Loan facility is given to qualifying Staff to enable them to purchase cars for their own use. Depending on the financial commitments or constraints of the Bank, the following are the basic provisions and conditions applicable when Staff are applying for motor vehicle loans. The loan shall not be used to purchase commercial vehicles.

### Eligibility

- Eligibility shall be three (3 months) following confirmation to permanent appointment/engagement.
- Staff must be holders of a valid driver's license

### Interest Rate

The interest rate on the vehicle loans shall be concessional in line with the Bank's cost of funds. The Bank reserves the right to adjust the interest rate from time to time in line with prevailing market conditions.

### Repayment Period

The maximum repayment period for any one motor vehicle loan shall be **5 years**. Priority in accessing motor vehicle loan facility is afforded to first time applicants and second time applicants will only qualify after complete payment of the first car loan.

### Conditions of Car to Be Purchased

The Bank will only allow qualifying staff to purchase vehicles which are ten (10) years old or below depending on the mileage on the clock and the general condition of the car. All cars purchased under this loan scheme must be subject to an acceptable Automobile Association (A.A.) or V.I.D. report. In the absence of either A.A. or V.I.D. reports, the Bank may allow staff members to obtain similar reports from reputable garages.

In all cases, the vehicle must be free of any lien and must be legal property of the seller. The vehicle purchased under this loan scheme must not be sold or disposed of during the tenor of the loan without the Bank's authority. In the event that the car is disposed of or sold, the vehicle loan should be immediately cleared. All vehicle purchased under this scheme shall be comprehensively insured.

# **HUMAN RESOURCES POLICY**

## **2.1.3 Housing loans**

The Bank recognizes the need for its staff members to own property in the form of housing and as such provides financial assistance to qualifying staff. Depending on the financial commitments or constraints of the Bank, the following are the basic provisions and conditions applicable when Staff are applying for housing loans.

### **Eligibility**

Eligibility shall be after at least one year of continuous service with the Bank. In special circumstances where there is need to retain or attract key personnel the Chief Executive Officer may use his discretion to reduce the qualifying period for eligibility to housing loans. The salary of a spouse shall not be considered in calculating total loan limit. The full qualification amount shall cater for all costs involved that is purchase price, bond registration fees and property valuation fees.

### **Interest Rate**

Qualifying Staff will enjoy concessionary/subsidised interest rates on the housing loan; however, the Bank reserves the right to adjust the interest rate from time to time in line with prevailing Market conditions.

### **Repayment Period**

The repayment period shall be up to 20 years or the period to attaining retirement age whichever is shorter.

### **Selection Criteria**

Priority in accessing housing loan facility is afforded to first time applicants. A staff member can only be assisted to acquire one property at any given time on condition that one does not have two housing loans with the Bank running concurrently.

If one has an existing housing loan and wish to access a fresh one, approval of a fresh loan shall be on the condition that any sale proceeds from an existing property are applied to purchase the new house.

### **Mortgage Bond Take Overs**

The Bank will consider taking over the Bond of a member of staff joining the Bank depending on the criticality of the job to the Bank. Once such bonds are taken over the conditions

## **HUMAN RESOURCES POLICY**

applicable to the IDBZ staff housing loans will apply in respect of the portion of loans taken over from the employee's previous employer.

### **Facilitation to Access the Housing Loan Benefit**

The Bank facilitates purchase of complete houses or flats under normal circumstances. However, as a way of assisting staff members to purchase affordable and decent properties, given the escalating prices of houses vis-à-vis the level of staff basic salaries the Bank will relax some of the requirements pertaining to the type of properties which it will be prepared to finance without compromising risk management thereof.

Qualifying staff members may therefore be allowed to purchase a stand provided the following requirements are met: -

- The property is within the staff member's entitlement.
- It is affordable in terms of repayment criteria.
- The property has title deeds.

### **Prohibited Purchases**

The Bank will not fund purchases of properties under litigation, with caveats or judgments against them, subject of unfinished deceased estate, belonging to a minor child or being sold at an auction.

### **Disposal of Bank Funded Property**

Where the housing loan is not fully paid, no disposal of Bank funded property shall be made before a written consent to cancellation of Bond is given by the Bank. All proceeds from the disposal shall go towards clearing the housing loan balance and any other short-term advances that may be outstanding from the Member of Staff concerned.

### **Conditions for Transferred Staff with Mortgage Bonds**

Staff on transfer who have Bank mortgage bonds have the option to purchase a new property in the new location provided that the staff member meets the eligibility criteria for accessing a housing loan as set out in this policy. The Bank shall only finance the purchase of a new property once the old one has been paid off or sold and proceeds of any such sale applied towards purchase of the new property at the new work station.

### **Conditions Applicable to Staff Who Already Own Property**

Staff who own a house financed by IDBZ or the former ZDB loans or transferred their loan from another Bank to IDBZ should be afforded a housing loan provided the initial loan has

# HUMAN RESOURCES POLICY

been paid off.

## **Registration of Mortgage Bonds**

All mortgage bonds shall be registered in favour of the Bank. Title deeds shall be registered in the name of the employee. Mortgage Bonds shall be registered before funds are disbursed or simultaneously with transfer through offices of reputable conveyancers. Property mortgage bonds should cover the value of the total loan.

## **Mortgage Protection**

It shall be a requirement for all employees who access housing loans to take a Mortgage Protection Policy, which is equivalent to the housing loan advanced. As an option ordinary Life Policy whose sum assured is equivalent to the amount of loan advanced may be ceded to the Bank.

## **Fire Insurance**

It shall be a requirement for all employees who access housing loans to take a Fire Insurance Policy based on the replacement value of the house, which policy shall be ceded to the Bank.

## **2.2 Tuition fees, levies**

The Bank shall provide tuition fees and levies up to a maximum of four biological children or dependants where the employee is a legal guardian. The benefit shall apply in respect of Early Childhood Development (ECD) as recognised by the Ministry of Education up to High School. A valid invoice showing the fees and levies from the learning institution must always be produced. Fees and levies shall be pegged using a leading Government school at primary and secondary levels.

The following shall apply for CSL and PL staff:

Primary School (including ECD) and Secondary/High School level: Termly fees and levies shall be paid at the level of the actual amount due per the invoice up to 100% of the fees and levies payable at a leading Government Primary and Secondary School respectively.

The following shall apply to the CEO and other Senior Staff Members:

Subject to conditions of service (if any) in respect of the CEO and other senior staff members as may be specified by the Minister responsible for the administration of the PECCA, the Bank shall pay school fees assistance of either 100% Government schools or 50% of invoice value per term for private schools, up to a maximum of four own children from nucleus family.

# HUMAN RESOURCES POLICY

## 2.3 Bonuses

IDBZ seeks to reward employees whenever possible for their contribution to the organisation's success with their hard work. For all CS staff the payment of bonuses shall be mandatory in accordance to SI 273 of 2000.

The following will apply to PL and ML staff:

PL and ML are eligible to a performance bonus ranging between 0-10% of their annual salary and actual quantum to be paid in any given financial year and shall be subject to performance as assessed by Management. For the CEO and other senior staff members, payment of a bonus shall in addition be subject to conditions of service (if any) as may be specified by the Minister responsible for the administration of the PECGA.

## 2.4 Medical aid

The Bank shall pay 100% of the medical aid contribution expenses. The medical aid shall cover the employee, his/her spouse and up to a maximum of four biological children. The children shall be covered up to the age of 24 years or up until the children becoming self-sufficient, whichever is the earlier. The employee will be responsible to pay for any additional beneficiaries that are added to the medical aid insurance.

## 2.5 Funeral

The Bank shall cover 100% funeral assurance through a selected service provider. The Bank shall contribute to the funeral costs upon the death of a staff member, their spouse/recognised partner and or biological children. The Bank shall assist employees and the bereaved family through the existing funeral insurance cover.

## Eligibility

The Policy will cover permanent staff members including Graduate Trainees upon joining the Bank and their immediate family (spouse and biological children). Where the employee wishes to include other family members such as parents, siblings etc. the employee will be solely responsible for the additional insurance premiums.

## Payment of Premiums

The Bank shall pay 100% of the premiums for all qualifying staff members on the agreed funeral policy premium.

# HUMAN RESOURCES POLICY

## **Upgrading**

Where a staff member wants to upgrade their policy for a better one, the Bank should be informed of the intention to do so for purposes of facilitation. In such a case the Staff Member should provide the necessary top up amount from their salary.

## **Transport**

The Bank will provide suitable transport to ferry staff that are willing to attend the funeral. Where the burial is to be conducted in the rural areas, the Bank shall provide suitable transport to a few staff members selected by the Human Resource Division in close liaison with the Department/Unit/Division Head of the staff member affected/ or deceased.

This policy is subject to review by the Board from time to time.

## **2.6.Pension**

This is a retirement plan that the Bank provides monthly towards an employee's retirement plan. Subject to the provisions of the Pension Fund Rules (as amended from time to time), Pension shall be paid towards an employee's surviving dependents upon their death in consideration of attributes such as past service, age and surviving dependents.

The employee will contribute 7% of their basic salary monthly and the Bank will contribute 14% towards the employee's pension. The 14% also includes the life cover/insurance.

# HUMAN RESOURCES POLICY

## CHAPTER 3: LABOUR RELATIONS

The purpose of the Employment Policy is to ensure that the Infrastructure Development Bank of Zimbabwe (IDBZ) articulates policy guidelines in respect of the Industrial Relations. The Policy is intended to form a basis for the consistent implementation of labour relations objectives throughout the Bank and applies to all employees. The policy covers all employees of the Bank. Labour Relations is that function of management which seeks to maximise the effectiveness of the relationship between the employer and employees. In this regard, the Bank has developed a Labour Relations Policy which will form the basis of Labour Relations guidelines and practice.

### 3.1 Specific Objectives

The Bank Labour Relations Policy promotes the following objectives:

- To ensure the existence of sound relationships between management, employees and employee representatives
- To contribute to the achievement of corporate goals and objectives.
- To ensure effective communication within the Bank.

### 3.2 Principles

- The Bank shall have in its possession a comprehensive set of Labour Relations guidelines including the Code of Conduct as provided by the Ministry of Labour. These guidelines are designed to deal with all aspects of labour relations, to provide guidance to Management on the use of appropriate procedures, and to ensure the consistent application of Labour Relations Policies and Procedures throughout the Bank.
- All employee's grievances shall be handled in accordance to the provisions of the Code of Conduct.
- Disciplinary hearings shall be conducted as provided for in the Code of conduct.

### 3.3 Rights and Obligations

The Bank recognizes that the relationship between the employer and employees contains elements of common interest and elements of conflicting interest which should be managed well to achieve positive results.

#### Employee Obligations

- To comply with the terms of the employment contract.
- To further the Bank's business interests.
- To meet standards of work requirements.
- To abide by the Bank's policies and procedures.
- To carry out legitimate management instructions.

# HUMAN RESOURCES POLICY

- To observe all legal requirements

## **Employee Rights**

- The right to safe and descent work.
- The right to fair remuneration and conditions of employment.
- The right to protection and safety of health.
- The right of access to training and re-training.
- The right to association and disassociation.
- The right to negotiate and bargain collectively.
- The right to raise workplace issues with his/her Head or Superior
- The right to job security and protection against unfair labour practices.

## **Management Obligations and Duties**

Management is responsible for managing Labour Relations in a manner which looks at the long-term growth of the business and the interest of its stakeholders.

In keeping with this responsibility, management accepts the following obligations and duties:

- To uphold the interests of the Bank at all times
- To abide by all applicable labour legislation
- To pay employees for their services rendered and not deduct any unlawful amounts from their salaries/wages.
- To provide job related benefits.
- To abide by the terms of the contract of employment.
- To provide a safe working environment.
- To provide a certificate of service.
- Not to victimise or intimidate employees.
- To honour all contractual agreements
- To deal with employees in fairness, equity, transparency and good faith.
- To provide appropriate safety clothing
  
- To facilitate effective communication and team work with all employees.
- To establish sound relationships with all employees
- Attend to employee grievances in a timely and transparent manner
- Share important information such as human resources statistics and turnover, safety arrangements and production targets.
- Help worker representatives understand their own responsibilities.
- Provide facilities for workplace forums/ Works Council meetings.

## **Management Rights**

To meet its obligations and in keeping with the responsibility to manage the Bank, management has the following rights among others:



## **HUMAN RESOURCES POLICY**

- The right to lead and instruct
- The right to control employment
- The right to direct access to employees
- The right to enter into contracts of employment
- The right to maintain efficiency
- The right to further and uphold the Bank's business interests
- The right to give legitimate instructions
- The right to maintain discipline
- The right to demand acceptable performance levels

### **3.4 Recognition and Rights of Works Council**

The Bank will use the Works Council system to promote harmonious communication between Management and all staff members across the Bank. The Bank will encourage the resolution of relevant issues at Works Council meetings before referring any matter to third parties.

### **3.5 Grievance and redress**

The Bank will strive to ensure that all employees are always treated in a fair manner and their complaints are dealt with courtesy and in a timely manner. All employees will be informed of different avenues/methods to escalate their complaints within the organization, and their rights if they are not satisfied with the resolution of their complaints. The Bank's Human Resources Division and Management will work in good faith and without prejudice, towards the interests of the employees.

The grievance and redress mechanism shall involve an appropriate level of management and addresses concerns promptly, using an understandable and transparent process that provides timely feedback to those concerned, without any retribution. The mechanism will allow for anonymous complaints to be raised and appropriate follow-up sections (such as through the Deloitte Tip Offs Anonymous Service). The mechanism will not impede access to other judicial or administrative remedies that might be available under the law or through existing arbitration procedures, or substitute for grievance mechanisms provided through collective agreements.

The grievance handling procedure is the same for unionised and non-unionised employees.

# HUMAN RESOURCES POLICY

## CHAPTER FOUR: WORKPLACE CONDUCT

At all times those that serve the IDBZ will comply fully with the letter and spirit of the laws of any country in which the IDBZ operates. The IDBZ will adhere to best business practice in every area of its activity. The IDBZ operates, mainly, through multidisciplinary teams. Any interaction with clients and stakeholders will be by team members operating in a coordinated manner. Team members will always be accorded respect and independent inputs encouraged.

### Objective

The Bank has expectations regarding staff behavior towards their colleagues, supervisors and overall organization as it strives to deliver on its mandate it has expectations to promote freedom of expression and open communication. All employees are expected to follow the workplace conduct policy which aims at avoiding offending, participating in serious disputes and disrupting the workplace. Employees are expected to foster a well-organized, respectful and collaborative environment.

### 4.0 Specific Objectives

- To deliver on the Bank's mandate.
- To ensure that all staff protect the Bank's interests and comply with all environmental, safety issues
- To enable all staff to practice ethics and be responsible when dealing with the Bank's finances, products, partnerships and public image.
- To provide a sense of respect, non-discriminatory behavior irrespective of gender
- Discourage harassment or victimization among employees.
- Ensure all staff conform with the equal opportunity policy in all aspects of their work, from recruitment and performance evaluation to interpersonal relations
- All staff to care for Bank assets
- To establish internal mechanisms to manage staff engagement in outside interests.
- To regulate the amount of Bank time permissible in external activities

Workplace conduct is governed by different policies which include issues to do with ethics, safety, health and environment, travel management and handling sexual harassment among others. This section seeks to articulate policy guidelines in respect of the following:

- 4.1 Code of Ethics
- 4.2 Employment and Equity
- 4.3 Client Confidentiality
- 4.4 Money Laundering
- 4.5 Safety, Health, Environment, Wellness and Quality
- 4.6 Public Statements
- 4.7 Bank Assets (Computer; Internet and e-Mail Usage)

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- 4.8 Travel
- 4.9 Emergency response and security
- 4.10 Alcohol, Smoking and Drugs Abuse
- 4.11 Firearms /Dangerous Weapons
- 4.12 Election of IDBZ Staff to a Political Affiliation
- 4.13 Sexual Harassment
- 4.14 Bullying and Harassment

## **4.1 Code of Ethics**

The code is intended to provide general guidance on minimum standards to be followed by or expected of all employees, and any person/entity associated with the IDBZ. Where conflict exists with any policy or regulations, the requirements containing the higher standard of ethical conduct and the interest of the institution shall apply. The code is designed to promote honest and ethical conduct and deter wrongdoing. IDBZ's commitment to doing the right thing is based on the Bank's core values which are integrity; professionalism; team work; service orientation and social responsibility. The policy encourages good ethical standards and proactive disclosure where staff is engaged in activities that may present conflict of interest.

This policy covers all instances where the Banks' time, resources and clients are affected. It excludes involvement in social, religious, political and private business activities that don't require Bank's time and resources. This Code is applicable to all staff of the Bank. Under this Code All employees owe basic duties towards the State, the Bank and its stakeholders and towards each other.

### **4.1.1 Conflict of interest**

Conflict of interest can be potential, perceived or actual. It is understood by the Bank that there are two sources of outside interests; first is when the staff member may directly or indirectly derive a benefit or conflict of interest in the activity, and the second involves participation in forums or activities that provide personal growth and IDBZ's resources are affected. Resources' include the Bank's time, physical resources, clients and service providers.

Some of the categories of activities that can be viewed as constituting outside interests are:

- a. Executive directorship,
- b. Non-executive directorship,
- c. Non-remunerated committee membership,
- d. Professional interests,
- e. Business interest,
- f. Consultancy or advisory for remuneration and
- g. Community or political activism

The following are key elements for Conflict of Interest. All staff:

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Must not do anything that prevents or hinders them from carrying out their official duties impartially. In particular:

- they must not give preference to or favour a stakeholder in exchange for any personal benefit to themselves or their families or friends
  - they must not have a personal interest in any business transaction they conduct on behalf of the Bank
  - they must withdraw from any official action or decision-making process which may result in improper personal gain to themselves
  - they must not use their positions for personal gain
  - they must not engage in any activity that competes with the Bank or interferes with or hinders its activities or business, and
  - they must not take advantage of the Bank's property or use its property for personal gain or to compete with the Bank.
- Must make full disclosure of any personal interest they may have in any decision that is being taken or transaction conducted on behalf of the Bank
  - Must disclose receipt of any gifts, payments, hospitality or other benefits that are or may be intended to influence or sway their judgement or prejudice their impartiality. All staff members shall be required to make a written declaration within 24 hours of receipt of or of becoming aware or as soon as practicable after receipt of any gifts given to him/her where:
    - the total value of a gift exceeds \$100
    - The total value of the number of gifts received from one source within a 12 (twelve) month period exceeds USD100
  - Must not make improper use of information they acquire as employees, a
  - Must disclose their assets fully when required to do so by law
  - All staff in Managerial positions from ML disclose and declare to the CEO and the CEO subsequently to the Board their Directorship(s) on the Board(s) of any other Bank(s), public or private, on which they sit, as well as any shareholding or interest, direct or indirect, they or any associate may have in other entities/companies.

### 4.1.2 Honesty and integrity

- All staff members perform their duties honestly, in good faith and in the best interests of the Bank. In their private life employees are expected to show integrity and complete honesty.
- To be honest and accountable in dealing with public funds and must use the Bank's property and other resources effectively, efficiently and only for authorised official purposes.

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## 4.1.3 Financial disclosure and declaration of business interests

Financial disclosure is required of all Bank Staff because it enables the public to evaluate potential conflicts of interest, deters corruption, and increases public confidence in the Bank.

- Whenever a staff member has a direct or indirect personal financial or business interest in any matter known by him/her to be under consideration by the Bank, he/she shall promptly notify the Chief Executive Officer thereof.
- Staff shall not be associated with the management of or hold a financial interest in any business undertaking under the Bank's management.
- The mere holding of shares in a company shall not be deemed a financial interest unless such holding entitles the staff member to exercise control over the company.
- Whenever the Bank is entering into a financial arrangement and a staff member has some shares or an interest, he/she must declare his/her interest and take measures to avoid conflict of interest.
- A staff member shall not take up employment in another entity while in full time employment of the Bank.
- Declare any business in which they have an interest or which he or she plays any part in running; and stating in each case the nature of the interest in the property or business concerned.
- Staff members shall exercise the utmost discretion with regard to all matters relating to the activities of the Bank both while they are staff members and after their service with the Bank has ended. Except in the performance of their duties, they shall not disclose any unpublished and or confidential information known to them by reason of their position with the Bank, or use such information to personal advantage without the prior written authorization of the Chief Executive Officer and/or the IDBZ Board.

## Declaration of Assets and Interests by all Staff members

In the interests of transparency and the avoidance of conflicts of interest, as soon as possible (within one month) after being appointed or re-appointed the following declaration of assets shall be done by all staff annually:

- a) They shall provide the Bank with a written declaration listing in full: all immovable property which they own, lease or in which he or she has any other interest;
- b) Declare any item of movable property, exceeding one hundred thousand dollars (\$100 000) or such greater value as may be prescribed, which the member or senior staff member owns, leases or in which he or she has any other interest; and

## 4.1.4 Performance of Duties and Interests

All staff:

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- must put the interest of the Bank first when carrying out their duties and do their best to achieve the objectives of the Bank cost-effectively and in the public interest
- must try to be innovative in carrying out their duties, seeking innovative ways to solve problems and to increase effectiveness and efficiency
- must carry out their duties promptly, professionally and competently and keep proper records of what they do, particularly regarding financial matters
- should avail themselves of continuous training and self-development throughout their career
- must report fraud, corruption, nepotism, maladministration or other conduct which is criminal or prejudicial to the interests of the Bank or the public, and must encourage others to report such conduct
- in the case of senior staff members, must ensure adequate protection for those who report fraud, corruption, nepotism, maladministration or other criminal or prejudicial conduct
- in the execution of duty, staff members must give their superiors honest and impartial advice, based on all available relevant information
- except when authorised or required by law to disclose it, or when disclosure is clearly in the public interest, must respect the confidentiality of information they acquire during their work with the Bank.
- upon resignation, the staff member should not disclose confidential information or use Bank information to advance their interests or that of other institutions.

### **4.1.5 Duties to the State and Government**

As citizens, staff are expected to:

- be loyal to Zimbabwe and abide by the Constitution and obey the law when carrying out their duties and in their private lives.

### **4.1.6 Relationship with the Public**

- serve the public in a professional manner, to create confidence in the Bank;
- be polite, helpful and reasonably accessible in their dealings with the public, treating members of the public as clients who are entitled to receive high standards of service;
- treat all members of the public with equal respect, regardless of their nationality, race, colour, tribe, place of birth, ethnic or social origin, class, religious belief, political affiliation, opinion, custom, culture, sex, gender, marital status, age, pregnancy, disability or economic or social status;
- not abuse their positions to promote or prejudice the interest of any socio- political organization or interest group; and

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- recognise the public's right to obtain information about the Bank, apart from information that is specifically protected by law, in line with the Bank's Information Disclosure Policy.

### **4.1.7 Interpersonal Relations with Staff**

All staff members:

- Must treat each colleague with respect and co-operate with each other to advance the interests of the Bank
- Must carry out all lawful instructions given to them by their superiors and treat their subordinates with proper respect, and must never abuse their authority over them by inducing them to breach their duty to the Bank or to do something against the law
- Must not engage in nepotism, i.e. they must not:
  - a) employ their relatives or friends in the Bank or improperly influence or encourage the Bank to employ their relatives or friends, or
  - b) favour relatives or friends in work-related activities
- Must use the proper channels to air their grievances
- Must not solicit any favours
- Must deal fairly and professionally with their co-workers, regardless of their nationality, race, colour, tribe, place of birth, ethnic or social origin, class, religious belief, political affiliation, opinion, custom, culture, sex, gender, marital status, age, pregnancy, disability or economic or social status, and
- Must not engage in active party-political activities in the workplace or public.

### **4.1.8 Personal Dress and Conduct**

- When carrying out their duties, all employees must dress and behave in a way that upholds the reputation of the Bank;
- They must not become intoxicated when on duty, and
- Must not, whether in their official capacity or in their personal lives and dealings, engage in conduct likely to bring discredit and or disrepute to the Bank.

### **4.1.9 Outside Engagements:**

In instances when a staff member serves in a personal capacity outside the Bank, it requires explicit authorisation or permission of the immediate supervisor and the Chief Executive Officer.

# HUMAN RESOURCES POLICY

## **4.1.10 Insider Trading**

Staff members must not develop business interests with Bank's clients or service providers. Where such business interests arise, the member must recuse him/herself from the activities of the Bank or of the outside interest. Staff members should not divulge prior information that could benefit own external interests or advance the interests of another Institution in conflict of the Bank. This includes information on how to package a proposal for the Bank's tender. Staff members must not influence decisions that benefits their own company, a relative or close associate member's company, or gaining financially by way of normal business profits by decisions taken.

## **4.1.11 Compliance with the Code**

The Bank shall appoint a member of its staff to be an "Ethics Officer" with the view of developing stand-alone Ethics function as the Bank grows. Currently, Human Resources will be responsible for this function.

It is the responsibility of that officer to ensure that, once per annum or upon revision of this Code, every member of Senior Management and all employees of the Bank shall acknowledge and provide written affirmation that he/she is aware of the Code and has complied with the provisions thereof. All new members of staff, at all levels, shall sign such acknowledgement (of awareness of the Code) at their time of their appointment after induction.

## **4.1.12 Commitment and Reporting**

Staff members are expected to read and understand the Code of Ethics and Disclosure and apply it. Copies of this document is available on the Bank's intranet while hard copies may be obtained at the office of the Human Resources. All forms of bribery or corruption by anyone associated with the IDBZ are prohibited. By the same token, any third party, such as a client or a supplier, that influences or attempts to influence the IDBZ's decisions by offering bribes or any other inducement to any staff who is in a position of authority, will be blacklisted. The IDBZ will dissociate itself from anyone who perpetrates any form of bribery and corruption and will not enter into any further business relationship with such persons.

Anyone associated with the IDBZ should ensure that reporting is complete and accurate. Supporting documentation of all transactions must be kept for future reference. Accurate disclosure of information is required to underpin any internal or external reporting and communication.

## **4.2 Employment equity**

All employees have the right to work in an environment which is free from any form of discrimination, directly or indirectly, on any arbitrary ground, including, but not limited to race,



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gender, sex, ethnic or social origin, sexual orientation, age, disability, religion, conscience, belief, political opinion, culture, language, marital status or family responsibility. Employees should report any cases of actual or suspected discrimination to their line manager or the Human Resources Manager.

### **4.3 Client Confidentiality**

All the IDBZ's dealings with suppliers, potential suppliers and financial institutions will be conducted with transparent sourcing policies and ethical procurement practices. Client information, which is not public information, will be treated as confidential and may only be made available to a requester in terms of the Policy on Information Disclosure. The Bank's information and intellectual property are important corporate assets which must be protected and not disclosed to unauthorized persons. Anyone associated with the IDBZ will maintain a keen interest in the preservation of its integrity.

### **4.4 Money laundering and Financing of Terrorism**

IDBZ supports the objectives of the government of Zimbabwe and global efforts to combat money laundering activities. Accordingly, IDBZ shall always adhere to anti-money laundering and anti-terrorist financing legislation and all applicable regulations. Staff should refer to the Anti Money Laundering Policy. IDBZ will not be associated with any or suspected money laundering or unlawful activities.

IDBZ may decline or terminate any business relationships or transactions where there appears to be a risk of its services or infrastructure being used for the purposes of money laundering or promotion and furtherance of unlawful activity.

Employees shall report any and suspected money laundering activities in accordance with laid down procedures.

### **4.5 Safety, Health, Environment, Wellness and Quality**

The IDBZ is committed to taking every reasonable precaution to ensure a safe work environment for all employees. Employees who become aware of circumstances relating to the IDBZ's operations or activities which pose a real or potential health or safety risk should report the matter to their line manager or the Human Resources Manager. Management of the IDBZ is committed to achieving the highest standards of quality and recognises and accepts its responsibility in protecting the integrity of the natural environment, welfare of communities where it conducts business, the safety, health and wellness of employees, clients, contractors and other third parties in relation to the Bank's business activities. The Bank undertakes to carry out all its activities in a highly responsible, professional and competent manner and strives to continuously improve performance towards an ultimate objective of zero harm (zero complaints, zero fatalities, zero injuries and zero environmental incidents).

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The IDBZ is committed to Legal frameworks and policies that address the environmental impact of its business activities by integrating pollution control and waste management activities into operating procedures. Staff should give appropriate and timely attention to environmental, social and gender issues. The Legal and Policy guidelines are as stated in the Environmental Management Act [*Chapter 20: 27*]. Equally, so our clients should also comply with social environmental legal frameworks and Policies.

This section outlines IDBZ's Safety, Health, Environmental, Wellness & Quality (SHEWQ) commitments. The following are the policy statements and actions:

- To consistently provide services and products that meet or exceed the requirements and expectations of our clients and stakeholders;
- To provide a safe and risk-free working environment for all employees, clients, and other stakeholders in a gender and inclusionary manner;
- To create and maintain a working environment which is sex, gender, environmentally and socially friendly;
- To promote the safety and health of the Bank's employees, clients and other stakeholders;
- To ensure that employees are aware of their personal responsibilities to take reasonable care of themselves and others and to protect the environment in which they work;
- To assess work activities by identification of hazards, evaluation of risks and control of the hazards;
- To provide the necessary safety, health, environmental and wellness awareness and training to all employees;
- As a minimum, adhere to and comply with all applicable occupational safety, health, environmental and wellness laws and regulations
- Promote a consultative approach, encouraging and recognising staff input into safety, health, environment and wellness issues
- Actively promote the reporting of all accidents, incidents and near misses and the sharing of lessons learnt to improve current working practices and prevent future recurrences;
- Prepare and keep an up to date emergency response plan identifying the different forms of emergencies and the procedures for dealing with them;
- Prepare and keep an up to date emergency operations plan to maintain essential business services during an incident or emergency;
- Identify and manage all environmental and social risks and impacts and ensure the sustainable use of resources, climate change mitigation and adaptation and protection of ecosystems;
- Encourage and facilitate that contractors meet the Bank's quality, health, safety and environmental requirements;
- Ensure that staff members are provided with adequate Personal Protective Equipment (PPE) and clothing appropriate for the duties they perform. All visitors to Bank project sites will be required to put on appropriate PPE as determined by the site manager;

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- Monitor all aspects of the SHEWQ Policy through inspection and auditing, both internally and by external parties; and
- Review this Policy on a regular basis to ensure that it remains relevant and sufficient to meet the needs of the Bank and its stakeholders.

### 4.6 Public statements

Staff members are discouraged from making unauthorised public statements concerning the Bank and its affairs. If approached by the media, staff should immediately contact their immediate supervisor or corporate communications office. Any such communication will be done so in line with the Communication Policy.

### 4.7 Use of Bank assets

The Bank recognises that there are different enablers that are required to assist staff to carry out their work more efficiently, effectively and timeously. Hence, different assets and gadgets are issued to staff to enhance their capacity in conducting the Bank duties. It is recognized that from time to time damage to Bank property may occur, hence, in the event of misuse and/or damage to organization property, the Bank should act to address such actions. Damage may be intentional or unintentional. In the event of damage to organization property occurring, the employee causing such damage or any individual noticing such damage shall bring it to the attention of his or her immediate Supervisor. This section shall be read together with the IDBZ Asset Care and Disposal Policy.

An enquiry shall immediately be constituted under the chairmanship of the Head in close liaison with Human Resources Division and the Security Service depending on the magnitude of the damage. The Infrastructure Development Bank of Zimbabwe recognizes the need for its key Staff at various levels to communicate effectively and efficiently. Due to diversity and location, it is cumbersome for all Staff Members to be at their work stations all the time. Accordingly, the use of cell phones by certain Staff Members of the Bank allows for the effective discharge of duties at least cost and is convenient.

### Communication and Transport

The Bank recognizes the need for its key staff at various levels to communicate effectively and efficiently. Due to diversity and location, it is not possible for all staff members to be at their work stations all the time. To assist staff to carry out their work efficiently, and timeously, the bank provides cellphones, tablets and other key devices. Staff are also provided with appropriate transport to enable mobility when carrying out Bank duties.

Unless the job or specific responsibility requires to drive after dark, staff members are discouraged from driving after dark particularly on the highways between the hours of 07:00pm and 05:00am.

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## Monthly Rental, Air Time and Data

- a) The Bank shall be responsible for the payment of all rental charges, data and cost of airtime for all Bank issued cell phone lines and iPad/tablets up to the limit applicable to the respective grade of the Staff Member. The Bank may in some cases recover the airtime cost above the authorized limits if there are no justifiable reasons for the excess expenditure.
- b) Staff are encouraged to exercise due care and responsibility on the bills they run to avoid instances of heavy monthly salary deductions. In some cases, the high salary deductions do not automatically result in Staff Members being granted personal loans to cover their shortfalls.

## Maintenance of Gadgets and Vehicles

The Bank will meet the maintenance costs arising from normal wear and tear. However, all repair costs arising from abuse, contact with fluids or other careless behaviour by the holder of the instrument, will be borne by the responsible Staff Member.

Such abuse contact with fluids, or careless handling will be gleaned from service and repair reports from Repair Agents/Centres appointed/used by the Bank during normal repairs and maintenance services. The maximum airtime and data bundles permissible per gadget per month shall be subject to directives issued by the Bank from time to time.

## 4.8 Travel

This section defines the conditions that apply to staff members, consultants, board members or other persons who undertake travel on behalf of the Bank and where the Bank contributes to the expenses associated with travel.

The Bank will approve both local and foreign travel to be undertaken when it can be demonstrated that travel is necessary for the transaction of Bank business and is in the Bank's best interest. This includes local and foreign, Bank and externally funded travel. Such expenses will be paid in accordance with the Bank's travel policy.

## Accommodation

Accommodation for Travellers must be convenient, value for money, fit for purpose to where business is being conducted and be able to withstand external scrutiny i.e. staff should not stay in a place that exposes them to greater risk or brings the Bank's image into disrepute. A Traveller where the business unavoidably entails one or more nights to be spent away from home, may stay in a hotel, motel, guesthouse or bed and breakfast establishment.

A Traveller using own accommodation shall ensure that it meets the Bank's standards of safety, suitability, image, and security, particularly the safeguarding of the person and Bank assets such as computers and motor vehicles.

The Standard Lodging Rate will be part of the Schedule of Per Diem and Food Allowance Rates and shall be reviewed from time to time.

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## **Exception to Accommodation**

Travellers attending conferences where accommodation is part of the conference package or where, through group bookings at events, workshops and conferences, accommodation has been sourced and secured by the event organiser, are exempt from obtaining other quotations.

Staff members with children up to the age of 18 months are eligible to travel with their children on Bank business. The Bank will bear the travel costs for the child as well as the child minder. Should staff bring their own child minder the Bank will meet the costs and other incidental expenses. Employees will be responsible for the care of the child. There should also be no compulsion to travel for such employee, especially if the journey is to remote areas and overseas.

## **Medical Insurance during Travel**

The Bank shall have a foreign travel and medical insurance policy that provides cover for authorised foreign travel for the period the travel is undertaken and as applicable to the foreign travel insurance policy. Such travel insurance policy must cover all previous existing conditions including pregnancy.

**For local travel**, the Bank does not provide separate local travel insurance as this is covered by the general insurance policies on bank assets and medical cover provided under conditions of service. However, in the case of fixed term contract and staff working as consultants for a period of at least a year, such insurance shall be paid for.

## **Class of Travel**

The class of air travel shall be prescribed in accordance with the travel policy and the procedures.

- CEO - travel shall be business class.
- Rest of Bank staff shall be by economy class.
- Where class of air travel is specified in an employee's employment contract the employee is entitled to that class of travel.
- If the total journey time is six hours or more, a Traveller shall be booked into business class.
- Where the travel is sponsored by a third party, the policies of that third-party regarding class of air travel shall apply unless it will be to the detriment of the employee especially regarding their health and well-being.

## **Per Diem Rate**

The per diems for staff members at both local and national level shall be pegged on the rates as promulgated by the United Nations' International Civil Service Commission DSA Circular Report (UN DSA Report) as revised from time to time. The per diem rates in the UN DSA Report account for lodging, meals, gratuities and other expenses of travellers.

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For the Bank's purposes, the UN DSA Report per diem rate for a city/town or business district which is in the same location or near the location where the business, training or conference is being conducted shall apply subject to the hotel rating, where applicable, of a maximum of four (4) star.

## **Refunds and Acquittals**

If a Traveller has received per diem and other funds on a trip or training which provides for these fully, such a Traveller is required to return all such funds he/she would have received from the Bank.

Travellers other than Bank Staff Travellers in this category include consultants, board members and other persons not employed by the Bank but for whom the Bank has agreed to pay travel expenses.

Tips are a reimbursable expense and should be appropriate to the location, service level and local protocol and never to exceed 10% of the total bill or an equivalent of US\$20 whichever is lower. Staff members shall submit their travel returns within 5 working days. If after 10 working days of travel a staff member has not submitted their travel returns, the Bank will assume that the staff member did not travel, and the amount initially issued will be deducted from the payroll.

## **Use of Bank Vehicles and Mileage Allowance**

Travellers are encouraged to use Bank vehicles where possible while undertaking Bank business. The use of Bank vehicles will be in accordance with Asset Care Policy.

The use of private vehicles on Bank missions must first be authorised by the Director – CSDR and staff using private vehicles are eligible to claim a mileage allowance in accordance with the rates provided by Automobile Association of Zimbabwe.

## **Vehicle Hire**

Any vehicle hire should be approved prior to the hire and should be from the Bank's approved service providers.

## **4.9 Emergency response security**

Emergencies and critical incidents in the workplace can affect people physically and psychologically and affect business continuity of the IDBZ. Staff of the Bank shall conduct themselves in a manner that will promote the smooth functioning of the Bank by adhering to the security provisions and conditions as provided in the Bank's Emergency Response Plan. The security conditions are not meant to obstruct business operations but to facilitate business in a secure environment which does not put the Bank into disrepute. Emergency management planning is being prepared for events or incidents that stretch our ability to cope beyond normal day-to-day capacity. The Bank will prepare for and effectively responds to emergency situations and critical incidents through the appropriate use of resources and ensure that all staff are trained on how to respond to emergencies. The prevention and effective management

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of emergency situations and critical incidents can assist to minimise the negative impact of an unexpected event.

IDBZ will seek to swiftly and effectively responds to emergency situations, with the foremost goals of preserving life, protecting the organisation's property, and restoring operations as quickly as possible. Critical incidents can be a threatening experience and appropriate support mechanisms are required to minimise long term effects arising from exposure to the trauma.

Expected outcomes:

- Emergency situations are prevented as far as practical.
- The negative impacts of emergency situations and critical incidents are minimised through effective management.
- Ensure business continuity during and after an emergency

## **4.10 Alcohol, Smoking and Drug Abuse in the Workplace**

The Bank has a vital interest in maintaining a safe, healthy effective and professional environment for all its employees. Drug and alcohol abuse are regarded by the Bank as serious social and economic problems, Employees who are under the influence of alcohol or drugs present safety and health risks to themselves and fellow employees and have a detrimental effect upon high standards of performance conduct.

It is the Bank's policy to:

- Maintain a safe and healthy environment for all employees free of the influence of alcohol and drugs to ensure the excellent reputation of the Bank and its employees and that service is maintained at the highest possible standard.
- Help employees who seek assistance in overcoming dependency upon, or problems with, alcohol or drugs through referrals to appropriate organisations and ensure confidential documentation of such.
- Ensure that Alcohol is not consumed on the Bank's premises except at organization sponsored events except those which have been approved by Management or get-together occasions after working hours.
- Employees should exercise moderation if they consume alcohol beverages whilst on organization business (i.e. not to exceed the legal limit).
- All bank work spacings are smoke-free zones.

## **4.11 Firearms and dangerous weapons**

The purpose of this section is to outline the Bank's view regarding the carrying of firearms and dangerous weapons on Bank property. While it is accepted that some individuals may be required or may choose to carry firearms/dangerous weapons as a measure of self-protection,

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the Bank will not allow such firearms/dangerous weapons to be brought into the building without necessary clearance.

It is therefore required that staff who have permits to carry firearms/dangerous weapons shall declare to the Chief Security Officer.

Displaying of such weapons at work or threatening of a work mate shall be considered as a serious offence.

Some individual may be required to carry firearms for self and bank asset protection

### **4.12 Standing for Political Office**

The Bank recognizes, acknowledges and embraces the supremacy of the Constitution of Zimbabwe Amendment (20) Act 2013, as the highest law of the land and in this regard further recognizes, acknowledges and embraces the following fundamental constitutional rights and freedoms: the right to equality and non – discrimination, freedom of assembly and association, freedom of trade, profession and occupation, labour and political rights. The same Constitution limits political activity in the form of standing as a candidate for elections and any level. This is due to the Conflict of interest which arises from one serving all members of the public regardless of their political affiliation and the duty of trust among clients that.

In this regard: All Bank staff shall have the right to exercise their constitutional entitlement to participate in national presidential, parliamentary and local authority elections provided that:

- i. Any employee who wishes to participate in national presidential, parliamentary and local authority elections shall declare, in writing, his/her political interests to the Bank's Chief Executive Officer upon winning primary elections (where applicable) and in any event prior to engaging in any public campaigns, and
- ii. Such employee shall, resign from the Bank at the time of submitting his/her declaration of interest in terms of paragraph (a) above, to the Chief Executive Officer stating his/her wish to participate in a national presidential, parliamentary or local authority election.
- iii. Employees shall under no circumstances be allowed to electioneer, canvass support or promote any political party on the premises of the IDBZ.
- iv. This includes the distribution of pamphlets of information on notice boards, holding political meetings or wearing of political clothing and colours

### **4.13 Sexual Harassment**



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The Bank is committed to providing a safe environment for all its employees free from discrimination on any ground and from harassment at work including sexual harassment. The Bank will operate a zero-tolerance policy for any form of sexual harassment in the workplace, treat all incidents seriously and promptly investigate all allegations of sexual harassment. Any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment. The Policy should be non-discriminatory, respect confidentiality, build trust and confidence to the employees. This Policy section should be read together with the Labour Act [*Chapter 28:01*], IDBZ Act [*Chapter 24:14*], HIV and AIDS Policy, and related policies and documents.

Sexual harassment is unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated. It includes situations where a person is asked to engage in sexual activity as a condition of that person's employment, promotions as well as situations which create an environment which is hostile, intimidating or humiliating for the recipient.

Sexual harassment can involve one or more incidents and actions constituting harassment which may be physical, verbal and non-verbal. This Policy ensures that employees work in an environment that is free of all forms of sexual harassment. The Policy aims to make known the Bank's concern for the well-being of its employees at work, and its commitment to providing a work environment free of sexual harassment or of inappropriate behavior and language that may make some employees uncomfortable. It also outlines the process for dealing with sexual harassment situations and seeks to increase employee awareness by creating credible and even-handed mechanisms.

All complaints of sexual harassment will be taken seriously and treated with respect and in confidence. No one will be victimised for making such a complaint. Anyone can be a victim of sexual harassment, regardless of their sex and of the sex of the harasser. The Bank recognises that sexual harassment may also occur between people of the same sex. What matters is that the sexual conduct is unwanted and unwelcome by the person against whom the conduct is directed.

The Bank recognises that sexual harassment is a manifestation of power relationships and often occurs within unequal relationships in the workplace, for example between manager or supervisor and employee. Anyone, including employees of the Bank, clients, customers, casual workers, contractors or visitors who sexually harasses another will be reprimanded in accordance with this internal policy.

The IDBZ will not tolerate sexual harassment. Without limitation, sexual harassment may involve solicitation of sexual favours or the initiation of unwelcome sexual advance by one employee towards another. It may also involve sexually related physical or verbal conduct as well as social media that have a sexual content. The creation of a work environment that is hostile, intimidating or offensive to an individual or group because of gender or sexual orientation may also constitute sexual harassment

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All sexual harassment is prohibited whether it takes place within the Bank premises or outside, including at social events, business trips, training sessions or conferences sponsored by the Bank. Anyone who is subject to sexual harassment should, inform the alleged harasser that the conduct is unwanted and unwelcome recognizes that sexual harassment may occur in unequal relationships (i.e. between a supervisor and his/her employee) and that it may not be possible for the victim to inform the alleged harasser.

If a victim cannot directly approach an alleged harasser, he/she can approach one of the designated staff members responsible for receiving complaints of sexual harassment. This person could be another supervisor, a member of the human resources department, etc. The policy covers all employees of the Bank. It is always mandatory for all employees of the Bank to abide by the policy.

Examples of sexual harassment may include:

## **Physical contact**

- Unwelcome physical contact including patting, pinching, stroking, kissing, hugging, fondling, or inappropriate touching
- Physical violence, including sexual assault
- Sexual advances

## **Verbal conduct**

- Unwelcome sexual comments, stories and jokes
- Sexual advances
- Repeated and unwanted social invitations for dates or physical intimacy
- Insults based on the sex of the worker
- Sending sexually explicit messages (by social media)
- The use of job-related threats or rewards to solicit sexual favours

## **Non-verbal conduct**

- Display of sexually explicit or suggestive material
- Sexually-suggestive gestures
- catcalling
- Leering
- stalking

The Bank commits itself to the promotion of preventing sexual harassment in work place. All employees have a responsibility to report and refrain from sexual harassment.

## **Sexual Harassment Complaint handling**

This will be done with the strictest confidentiality and in accordance to the Human Resources Procedure Manual. Key policy tenets when a report is made are:

- Immediate recording of the dates, times and facts of the incident(s)

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- ascertaining the views of the victim as to what outcome he/she wants
- Ensuring that the victim understands the company's procedures for dealing with the complaint
- Keeping a confidential record of all discussions
- Ensure that the victim knows that they can lodge the complaint outside of the company through the relevant country/legal framework.

### **Sanctions and disciplinary measures**

The nature of the sanctions will depend on the gravity and extent of the harassment. Suitable deterrent sanctions will be applied to ensure that incidents of sexual harassment are not treated as trivial. Certain serious cases, including physical violence, will result in the immediate dismissal of the harasser.

The Bank will ensure that this policy is widely disseminated to all staff and clients on the Banks web page. It will be included in the staff handbook. All new employees must be trained on the content of this policy as part of their induction into the company. Every year, the Bank will require all employees to attend a refresher training course on the content of this policy. It is the responsibility of every manager to ensure that all his/her employees are aware of the policy.

### **Monitoring and evaluation of Sexual Harassment Policy**

The Bank recognises the importance of monitoring this sexual harassment policy and will ensure that it anonymously collects statistics and data as to how it is used and whether it is effective. Supervisors, managers and those responsible for dealing with sexual harassment cases will report on compliance with this policy, including the number of incidents, how they were dealt with, and any recommendations made. This will be done on a yearly basis. As a result of this report, the Bank will evaluate the effectiveness of this policy and make any changes needed.

### **4.14 Bullying and Harassment**

The Bank shall not tolerate any form of harassment, discrimination or bullying which amounts to an inappropriate action regarded as unacceptable. Harassment consists of repeated offensive behavior through vindictive, cruel, malicious or humiliating attempts to undermine an individual or group of employees. Ranges of behavior include ostracism, ridiculing, shouting and verbal abuse.

Any form of harassment, discrimination or bullying amounts to an inappropriate display of power and is regarded as unacceptable by the Bank. It lowers the morale of the individual on the receiving end and threatens the overall work environment. All employees are expected to comply with this and take appropriate measures to ensure it doesn't occur. The Bank will take

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appropriate disciplinary action against any employee who violates such policies, including dismissal for serious or persistent offences.

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## CHAPTER FIVE: JOB EVALUATION AND SALARY STRUCTURE

Job evaluation is the process of analysing and assessing the content of jobs within IDBZ in order to place them in an acceptable rank order. Job evaluation sets out to measure the relative value of jobs, not of the jobholders. The job evaluation shall distinguish between management, professional and corporate support staff categories. In the same light, Salaries are used to reward employees as part of the contractual obligations that exist between the employer and the employee. This Section will also address Policy statements on Salary structures and review in line with best practices.

### 5.1 Specific Objectives:

- Fair graduation order of jobs
- To determine the intrinsic worth of jobs
- Ensure objective assessment of jobs
- Structure to group jobs of similar skills together
- System of job grading on which a common pay structure can be based

### 5.2 Job Evaluation

The purpose of job evaluation is to provide a consistent and agreed framework within which defensible differentials and career levels can be established and maintained. Job evaluation schemes aim to:

- a) measure the relative differences in value between jobs and group them into an appropriate career level and pay structure.
- b) Ensure that, as far as possible, judgements about job values are made on objective rather than subjective grounds.
- c) Provide a continuing basis for assessing the relative value of jobs which is easy to understand, administer, control and is accepted as fair by all concerned.
- d) Once the hierarchy of the jobs within IDBZ has been determined, the framework can be used to develop a rational pay structure

It must be stressed that job evaluation does not directly determine the rates of pay for the evaluated jobs – it only establishes a hierarchy of the job structure.

### Job Evaluation System - DFI Job Categorization

- a. Job Categories shall consist of the Management Level (ML), Professional Level (PL) and the Corporate Support Category (CS).
- b. The Professional Category shall comprise Professional positions from levels PL5 to PL1.
- c. The Management Category shall comprise positions from levels ML5 to ML1.
- d. The Corporate Support Category (CS) shall consist of positions from levels CS2 to CS1.

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## 5.3 Salary Structure and Review

In recognition of the work and effort being put by employees on their day-to-day duties, the Bank shall strive to provide effective, equitable, and market relevant rates of compensation to the incumbents for all staff CS, PL and ML positions. The program will identify salary levels needed to be sufficiently competitive in order to attract and retain highly qualified employees. The IDBZ Board shall set the market remuneration level in order to attract and retain the required competent Human Capital. Currently the IDBZ Board approved market remuneration level is the median market salary level for its staff.

Salary structure for staff shall consist of a prescribed set of salary bands and zones with minimum and maximum rates.

To ensure internal equity, starting salaries shall be determined based on the applicant's prior experience and/or education directly related to the position. With appropriate justification and documented approval by the Human Resources division a hiring official may offer higher starting salaries in consultation with CEO based on the demand and quality of the skills at hand.

Salary review will be informed by cost of living, years of service and growth in one's career. Growth in one's job support skills continuity and reduces staff turn-over and some components can include:

- Salary growth—rewarding staff monetarily for significant contributions and increased skills/competencies while working in their current job—based on person changes
- Career growth—recognizing and promoting staff for meaningful or significant job changes with ever increasing job responsibilities—based on job changes

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## CHAPTER 6: PERFORMANCE MANAGEMENT

The purpose of the Employment Policy is to ensure that the Infrastructure Development Bank of Zimbabwe (IDBZ) articulates policy guidelines in respect of the Performance Management Policy. The Bank believes that its Performance Management System is an essential staff development and performance improvement tool. It fosters the culture of objective setting for improved performance and enables regular review of objectives to assess performance. It is important that the Performance Management System is generally accepted as fair and legitimate. The performance management system shall be aligned with Bank Strategy, Work Programmes and Budget. Compensation is designed to direct performance and foster behaviours that are consistent with corporate work programme.

### 6.1 Specific Objectives

The objectives of the policy are:

- To enhance organisational performance in line with mandate and corporate work programme;
- To improve individual performance in line with agreed performance targets;
- To promote regular performance reviews and feedback;
- To timeously identify and address performance gaps that need improvement;
- To recognize and reward performance.
- To ensure transparent career development

### 6.2 Principles

The Bank's Performance Management system is guided by the following principles:

- Transparency;
- Fairness;
- Efficiency and effectiveness;
- Objectivity;
- Equality;
- Professionalism;
- Accountability; and
- Teamwork.

### 6.3 Performance Indicators

The performance in the Bank shall be measured based on the approved Key Performance Indicators (KPIs).

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## 6.4 Performance Incentive Policy

The Performance Incentive Scheme is the means by which the Bank aims to encourage and enable its staff to give their best. This is intended to ensure teamwork and foster productivity at all levels.

### Performance Based Bonus

The payment of bonuses shall be linked to the performance appraisal for the year for all staff in PL and ML. The payment of bonuses for PL and ML shall depend on the profitability of the Bank during that financial year. PL and ML staff are eligible to a performance bonus ranging between 0-10% of their annual salary and actual quantum to be paid in any given financial year shall be subject to performance as assessed by Management

**Table 2: Bonus Range**

<b>LEVEL</b>	<b>BONUS RANGE</b>
ML 1-5	0-10% of annual salary
PL 1-5	0-10% of annual salary



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## CHAPTER 7: TRAINING AND DEVELOPMENT

The section of this policy is to ensure adequacy in human resource competences to achieve higher levels of staff productivity and sufficient skills in the organization. The purpose of the policy is to guide the Bank's approach towards improvement of the skill, knowledge or usefulness of its employees, and in that connection to provide or assist other persons in providing facilities for training, education and research. The policy covers all employees of the Bank and other stakeholders.

The Infrastructure Development Bank of Zimbabwe believes that its employees form the cornerstone of its competitiveness in the marketplace. The Bank therefore recognizes and accepts the need for Education, Training, Learning and It is always mandatory for all employees of the Bank to abide by the policy. Any exceptions to this Policy shall require Board approval. Training and development shall be provided based on identified institutional needs.

### 7.1 Specific Objectives

The objectives of the policy are:

- a) To identify and develop training interventions and programmes that align the Bank to a continually changing environment and developmental challenges
- b) To support employees of the Bank to acquire the skills and knowledge needed to effectively discharge the Bank's mandate.
- c) To generate and share knowledge with other stakeholders interested in infrastructure development.
- d) To keep abreast with international best practices

### 7.2 Principles and Values

The Bank's Training and Development policy will be based on the following principles:

- Transparency
- Fairness
- Effectiveness
- Objectivity
- Equality
- Teamwork

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## 7.3 Training Intervention

All trainings and staff development programs, whether funded by the Bank or not, must be consistent with the Bank's mandate. Training will consider the Bank's Career Development of staff and identified gaps. The Bank shall support continuous staff development through paying subscriptions to professional bodies and participation costs in professional events.

## 7.4. Study Leave

To provide staff with an opportunity to ensure that their investment in personal/professional development is maximized and recouped, a staff member shall be eligible to take study leave during actual exam days, which may be prorated per semester depending on the studies they undertake. A day before the exams will also be eligible as study leave. A letter from the learning institution confirming enrolment together with the exams timetable shall be presented to the Bank as part of the study leave application. Study leave shall apply to all regular staff. Staff can take up to a maximum of 10 days' study leave in a calendar year for studies that are relevant to the work for the Bank.

### Part Time Study and Sabbaticals

The Bank encourages staff to study in line with its vision and mandate. It also understands that individuals also develop certain passions which may or may not fit within this scope. For the purposes of this section, the Bank will recognise studies that fit within its mandate and vision. The Part time studies and Sabbaticals will be as follows:

<b>Level</b>	<b>Educational / Professional Qualification</b>
<b>Corporate Support Level</b>	<ol style="list-style-type: none"><li>1. Ordinary Level and Advanced Level</li><li>2. Certificate</li><li>3. Diplomas</li><li>4. Undergraduate degree</li></ol>
<b>Professional Level</b>	<ol style="list-style-type: none"><li>1. Post graduate Certificates and diplomas</li><li>2. Post Graduate Degree or equivalent professional qualification in the relevant fields</li></ol>
<b>Managerial Level</b>	<ol style="list-style-type: none"><li>1. Post graduate Certificates and diplomas</li><li>2. Post Graduate Degree or equivalent professional qualification in the relevant fields</li></ol>

### Eligibility

A Sabbatical of a maximum of two years shall be given to employees who have been with the Bank for at least two years. This shall apply to relevant courses that are in line with the Bank mandate. The CEO may make any exceptions to requests for earlier sabbaticals.. Staff members

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who go on sabbatical leave will not be paid a salary/benefits for the duration of the sabbatical. Upon return, the staff member's position before going on sabbatical is not guaranteed and the staff members may be transferred or re-assigned to another position within the Bank. Different rules may apply for courses that are not in line with the Bank mandate and express written approval of the CEO shall be sought.

### **7.5. Professional Associations**

The Bank will pay for employees' membership to relevant professional bodies. This provides a platform for networking and continuity in learning and exchange of market best practices. The Bank shall pay 100% of staff membership to one (1) professional body of their choice which is relevant to the Bank business

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## CHAPTER 8: SPORTS, CORPORATE WELLNESS AND WELFARE

The purpose of the Employment Policy is to ensure that the Infrastructure Development Bank of Zimbabwe (IDBZ) articulates policy guidelines in respect of the Corporate Wellness. This section describes the Bank's wellness initiatives that are aimed at promoting employee health and preventing the contraction and spreading of diseases within the workplace. It is meant in promoting an employee friendly Bank that promotes the wellbeing of employees through practices that will not result in dangerous physical, mental and emotional injury or distress. The policy covers all employees of the Bank, contractors who make interface with the Bank, service providers and other stakeholders. It is mandatory for all employees of the Bank to abide by this policy. A healthy workforce results in a more productive workforce, fewer accidents, lower health care demands, and greater overall savings by reducing and the incidence of disease, injury and disability. The section is also meant to have a sensitive work environment that supports employees with visible and invisible disabilities as well as chronic illnesses to have a work life of dignity and which promotes quality well-being.

### 8.1 Specific Objectives

The objectives of this policy are:

- To build and maintain a workplace environment and culture that supports healthy lifestyle choices;
- To increase worker knowledge and awareness of health and wellbeing issues and healthy lifestyle behaviours;
- To facilitate workers active participation in a range of initiatives that support health and wellbeing;
- To support employees with visible and invisible disabilities as well as chronic illnesses to have positive health outcomes and a sensitive work environment;
- Provision of facilities that promote corporate wellness and promote social interaction among staff; and
- Promote greater awareness to public hygiene.

### 8.2 Principles

The Bank's Wellness and Welfare policy will be based on the following principles:

- Trust;
- Confidentiality;
- Gender sensitivity;
- Inclusivity;
- Equality;
- Professionalism; and
- Integrity.

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## Roles and responsibilities

- All staff members have a responsibility regarding their own health and wellbeing at work and to cooperate as far as possible with any initiatives extended by the Bank.
- Managers and supervisors should respond to employees in a supportive manner, in an atmosphere of trust and confidentiality.
- Employees' files shall be treated in a fair, sensitive and confidential manner always.

## 8.3 Bank Commitments

The Bank is committed to the following:

- Promoting and supporting the physical and psychological health, safety and well-being of its employees by developing and providing programs, tools and resources intended to foster a healthy work environment. Programs and tools, such as Wellness Matters, will continuously evolve while focusing on: lifestyle, work environment, work–life balance and management practices.
- Facilitating and encouraging employee participation in healthy workplace initiatives.
- Building and maintaining a workplace environment and culture that encourages respect and reduces social stigma around chronic diseases.
- Fostering a collaborative atmosphere between supervisors and employees regarding how tasks and objectives are accomplished.
- Increasing employee knowledge and awareness of physical and psychological health and well-being issues and behaviours.
- Encouraging the participation of all employees and all levels of management to support a positive work environment.
- Improving the nutritional offering in locations (cafeterias, bistros, vending machines) and encouraging healthier catering services for on-site meetings or events.
- Promoting emotional intelligence, self-esteem, optimism, sense of cohesion and resilience of employees.
- Promoting the ability of and creating an enabling environment for employees to interact successfully with stakeholders and to live up to the expectations and demands of personal roles, by learning good communication and financial skills, creating support networks with colleagues, friends and family, and showing respect for others and self.

## 8.4 Workplace Sports and Recreation

The Bank seeks to invest in workplace sports and facilities as a useful asset in health, vitality and productivity of employees. This initiative seeks to support overall improvement in the quality of life, physical, mental and moral wellbeing of the employees of IDBZ. The Bank will subscribe all employees to a sporting club to facilitate enhancement of physical coordination, fitness, and self-esteem as well as provide lessons about teamwork and self-discipline.

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The Bank will ensure that safety clothing is provided for different games and ensure that injuries are prevented by following sports rules. In the case of an injury sustained during sports and recreation, the forms should be sent to Human Resources for consideration and compensation. Employees must note that the Bank has no jurisdiction over injuries, hence, they must abide on the decision of the Human Resources. Participation in sports or any recreational activities shall be voluntary, and the Bank will not be liable for any damages arising from the sports e.g. damages arising from travelling or accommodation.

### **8.5. Medical Conditions and Disability**

The Bank Recognises that there are certain chronic diseases or illnesses that staff may have due to their biological nature or because of the different gendered vulnerabilities. It also recognises that gender dynamics may expose staff members both male and female by making them more vulnerable when they have such chronic illnesses. The Bank hence commits to have gender sensitivity in its approach to corporate wellness.

It is against the law to discriminate against anyone in the workplace because they have, or are assumed to have, a disability. Employees are protected from discrimination at all stages of employment including recruitment, workplace terms and conditions and dismissal.

Disability may include:

- total or partial loss of body function or a body part
- the presence of organisms (such as HIV or Hepatitis C) that may cause disease or disability, malformation or disfigurement of the body
- mental or psychological diseases or disorders
- conditions or disorders that may result in a person learning more slowly.

While employees have no legal obligation to disclose their disability to an employer, disclosure may be practical in certain situations, such as where reasonable adjustments can be made to support them.

The Bank shall make provisions for the latter as well as employees with physical, visual and hearing impairments, to help them have equal access to the Corporate Wellness Programme (CWP). The Bank will assist in motivating where necessary for special treatment in line with their life assurance and medical aid policies. The CEO at his/her discretion may go over and above the provisions of this section to assist a staff member or inhouse consultant who is unwell.

The Bank will provide an enabling work environment for staff who have HIV/AIDS or terminal or seriously debilitating illnesses, so the latter can continue working for as long as they are medically able to do so. This environment will be created through job redesign, job sharing, part-time arrangements, flexible hours or other suitable methods.

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## 8.5 HIV AND AIDS in the Workplace

This section is part of a broader HIV/AIDS in the Workplace Policy which ensures compliance with the National Policy on HIV/AIDS in Zimbabwe.

It is expected of every employer to ensure that all staff are made aware through ongoing sensitisation and training on HIV/AIDS to remove stereotypes, destroy stigma and have a supportive environment for those either infected and or affected by the virus and or disease. All staff are encouraged to understand that while HIV has no cure, it is not a cause for stigma and that it is a disciplinary offence to discriminate anyone based on their status.

The Bank recognises the importance of providing a safe and risk-free workplace for all employees and is committed to ensuring that all its employees are alerted and trained in the maintenance of reducing infection and re-infections. The Bank therefore will ensure that there are male and female condoms that are available in all its toilets as well as informative pamphlets on HIV, its causes, symptoms and managements as well as referral systems.

The Bank shall provide all employees a place and time during normal working hours for education and information relating to-

- (a) the promotion of safe sex and risk-reducing measures in relation to sexually transmitted diseases;
- (b) the acquiring and transmission of HIV;
- (c) the prevention of the spread of HIV and AIDS; and
- (d) counselling facilities for HIV and AIDS patients.

This Education and information shall be provided by persons who have proven sound knowledge and expertise in matters relating to HIV and AIDS and who are able to communicate information with consistency and accuracy. The design of the education programmes shall be in accordance with guidelines approved by the relevant employer and employee organizations, in consultation with the Ministry of Health and Child Welfare and any other organization with expertise in HIV and AIDS-related matters. The provision of the education shall be at least twice a year.

## 8.6 Rights and Responsibilities

A healthy and safe workplace is a shared responsibility between the Bank and its employees.

### **The Bank**

The Bank has the responsibility to ensure:

- That the working environment and working conditions of employees are conducive to wellness;
- That basic wellness services are made accessible to employees, and are conducted in an ethical manner;

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- Protection of employees' rights to confidentiality, autonomy, sensitivity, timeous intervention, equality, openness and transparency;
- That employees are informed of conditions in the workplace that may be harmful to their health and wellness;
- That employees are not arbitrarily and unfairly discriminated against;
- Provision of counselling services to employees particularly those facing stress within or outside the work place; and
- Provide condoms in the toilets.

### **Staff**

Staff have the right to expect that:

- The environment in which they work is healthy, safe and conducive to wellness;
- Basic wellness services will be made accessible to them and conducted in an ethical manner;
- Their rights to confidentiality, autonomy, sensitivity, timeous intervention, equality, openness and transparency will be protected;
- They will not be arbitrarily and unfairly discriminated against as a result of their participation or non-participation in the CWP; and
- Their privacy is maintained and respected.

### **The employees shall be responsible for:**

- Familiarising themselves with the IDBZ CWP;
- Conducting their work in a manner that protects their health and wellness and those of other employees;
- Reporting and/or take action to correct any hazardous conditions or acts in the workplace to their immediate supervisor or the CSDR for prompt remediation;
- Acquainting themselves with ways they can protect their health and wellness, both within and outside the workplace;
- Taking an initiative to seek professional intervention; and
- For a clean hygienic environment and their personal hygiene.



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## CHAPTER 9: GENDER, DIVERSITY AND SOCIAL INCLUSION

In line with the obligations set out by the Constitution of Zimbabwe Amendment No 20 of 2013; which are binding on every person, natural or juristic, including the State and all executive, legislative and judicial institutions and agencies of government at every level, gender equality and equality of all human beings are key founding values and principles for the Infrastructure Development Bank of Zimbabwe (the “Bank”). The Bank at every level will endeavour; to facilitate rapid and equitable development, and take measures to:

- Ensure women constitute at least half of the staff membership of the Bank;
- Ensure that both genders are equally represented at every level of the Bank;
- Protect and enhance the right of the people, particularly women, to equal opportunities in resilient and inclusive infrastructure development;
- Promote the participation and improvement of the wellbeing of staff and of local communities where the Bank is operating.
- Endeavour to facilitate and take measures to empower, through appropriate, transparent, fair and just **affirmative action**, all marginalised persons, groups and communities in Zimbabwe;
- Facilitate appropriate action to create employment for Zimbabweans, especially women and youths; and
- Rectify gender discrimination and imbalances resulting from past practices and policies.

IDBZ seeks to promote gender equality and equity, protect vulnerable groups from further harm and have them participate in decision making processes from an informed consent perspective. The Bank understands that it is fundamental to recruit the most talented people to ensure success and missing out on talents is costly to the bottom line, competitiveness and the Bank’s future. Hence, the Bank is advancing action on promoting diversity and social inclusion to ensure that people are not discriminated against and there is no Bank staff who is overlooked for any unjust reasons.

Social inclusion is achieved when people are able to do well in an organisation, irrespective of their background and upbringing. Hence, this Policy is about enabling Bank staff to fully participate in their daily engagements, including their full range of roles and functions.

### 9.1 Specific Objectives

- i. To assist in the development of a gender-just society through a gender mainstreaming and gender-sensitive approach that will achieve greater, more effective, sustainable, and equitable results, outcomes and impacts, in an efficient and comprehensive manner in both internal and external procedures and activities;
- ii. Maximize the impact of investments by taking a gender-sensitive approach to promote environmental, social, economic and development co-benefits;
- iii. Pursue affirmative action quotas for more rapid and efficient progress towards redressing gender inequality;

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- iv. Establish capacity building and knowledge sharing programmes on Gender and social inclusion for all staff members regardless of rank (by investing in gender competencies and ensuring budgeting for gender-related activities);
- v. Provide guidelines for all IDBZ staff on work and activities involved (e.g. program design, implementation, monitoring and reporting stages, staff relations, organizational culture) that enhance and promote gender equality in the daily operations;
- vi. To create a congenial work environment within IDBZ which enables women and men to work together in an equitable, effective and mutually respectful manner;
- vii. To create a robust reporting, monitoring and evaluation systems including collection of sex disaggregated data and gender-responsive performance measurements; and
- viii. Treat each staff member/client in a compassionate and respectful way that is mindful of individual differences, cultural norms and ethnic diversity and promote socially responsible self-determination based on individual values.

### 9.2 Principles

- i. Gender equality and equity are central to inclusive and sustainable development and hence the IDBZ must give it due recognition Equity, diversity and supportive environments for each staff member to flourish;
- ii. The empowerment of women and girls is recognised as fundamental to our mission;
- iii. Every individual understands and demonstrates attitudes and behaviours that promote gender equality and equity, diversity and social inclusion;
- iv. Allocate resources for gender-related activities; and
- v. Continuously collect sex disaggregated data, monitor, report and evaluate gender-responsive performance measurement indicators tracked to measure progress.

### 9.3 Purpose

**In pursuit of this policy, the Bank commits to undertake the following:**

- i. Capacitate IDBZ operational staff, project managers and project implementing/executing partners to effect gender screening in all operations and projects, gender sensitive capacity building and knowledge-sharing programmes within IDBZ and its key stakeholders;
- ii. Pursue gender balance in key advisory and decision-making bodies;
- iii. Recruit and retain qualified women to maintain gender balance in staffing positions and senior management;
- iv. Ensure equality and equity in accessing the Bank's resources and employment opportunities by women and men through timely dissemination of gender sensitive information to all potential beneficiaries within the Bank or amongst the Bank's stakeholders;
- v. Develop strategies for family friendly and flexible working policies to allow staff to fulfil care responsibilities; and

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- vi. Mainstream gender in all Bank's operations and projects through early gender analysis and develop objective gender action plans as necessary to close any identified gender gaps throughout the project life cycle.

### 9.4 Priority Areas

In its quest to achieve gender equality and equity, diversity and social inclusion, IDBZ is aware that there are some challenges that may make it difficult to implement this Policy. The challenges include and are not limited to lack of appropriate infrastructure supportive of economic productivity, increasing poverty levels, the general economic performance and lack of appropriate skills. During the gender assessment for each project, IDBZ will identify any such challenges and draft an action plan to mitigate against such challenges for the smooth mainstreaming of gender, diversity and social inclusion in all IDBZ operations, projects and financial intermediary beneficiaries.

This gender, diversity and social inclusion section targets will involve the following policy areas;

At an Institutional and Operational Level:

- i. Promotion of inclusive economic growth and gender equality.
- ii. Prioritisation of a gender sensitive culture which includes training and regular assessment and ensuring equal pay for equal work.
- iii. Development of socio-economic infrastructure that serves the marginalised areas focusing on emancipation of women and the girl child.
- iv. Promotion of gender equality and equal employment opportunities in the Bank.
- v. Encourage women participation in infrastructure development through Joint Ventures and any other forms of participation.
- vi. Target women and other disadvantaged groups in the Bank's capacity building programmes with the understanding that women can be influential and effective agents of change in sustainable development.
- vii. Development and implementation of a framework to analyse gender disparities in all Bank projects and gender sensitive impact analysis.
- viii. Implementation of gender-responsive climate and environmental policies and programmes.
- ix. Promote gender sensitive procurement, where appropriate
- x. Reduce time poverty of women and enhance women's resilience to external shocks.
- xi. Increase attention to generating employment and entrepreneurship opportunities for women.
- xii. Enable women's access to quality jobs in non-traditional, higher-paying sectors.
- xiii. Support inclusive, safe, diverse and resilient designs of urban and rural infrastructure.

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### **9.7 Resources for the Implementation of Gender Policy Strategies**

IDBZ will ensure that resources are allocated to gender work across the organization through the Bank's Work Programme and Budget. The Bank will also maintain and update annually qualitative and quantitative information on gender-related expenditure and outcomes both internally and externally.

**THE END**