

LEARNING AND DEVELOPMENT POLICIES

1. Policy Name: Staff Training

Applies to: All permanent employees recruited directly by the Bank.

Purpose

The purpose of the policy is to:

- I. To build employee skills and knowledge through investments in training and development, and to ensure that training supports key organizational performance objectives and adheres to high standards
- II. To use training as a vehicle for the acquisition and development of requisite skills that would aim at building up an empowered work force across the Access Bank Group.

Policy Statement

- i. Staff shall be placed in jobs on the basis of their presently demonstrated competence and proficiency levels that meet the essential job requirements. The prime force behind training programs shall be job-related competence development.
- ii. Training shall only be offered on the basis of authorized training needs. Training needs shall be identified on the basis of the staff's presently demonstrated competence not meeting required competencies for the current job as documented in the staff's competency development plan
- iii. The Group will develop standardized group training to address key competencies that are required across each operating unit. These training will be of world class standards and will be managed by Group HR to ensure consistency of standards across the group and further reinforce the Group culture.
- iv. Just in time training shall be the norm. Training for future job, shall be offered, only by exception, on authorized career plans and future job requirements
- v. A curriculum plan shall be developed and reviewed periodically. The plan shall define the minimum competency requirements for staff at each job group per skill pool. The curriculum plan shall thus be based on the competencies listed and defined in the group's competence model.
- vi. The curriculum plan shall be the basis for the management and delivery of the different learning experiences and ensure consistent standards across the Group. The plan shall consist of courses (i.e. both self and instructor-led learning experiences) for all staff to develop appropriate business and general management competencies and functional courses which shall be directed specifically at the functional responsibilities of the job.
- vii. Training plans shall be developed annually and aligned to the business strategy. The plans shall be designed to support specific performance objectives for the financial year.

- viii. Staff training needs will be identified based on defined organizational needs of the individual within the Group. The competency development plan from the performance appraisal exercise shall provide the critical input into the identification of training need.
- ix. In addition to possessing minimum requirements for specific job positions, emphasis shall be placed on “on-the-job” training as the primary method of competence development. On-the-job training may be in form of regular job duties and assignments, staff development assignment and transfers
- x. A comprehensive review of the overall training management system will be done as and when necessary.
- xi. All employees at the beginning of the financial year are required to complete a Staff Personal Development Plan (SPDP) which ensures that employees of the Bank are committed towards setting out development goals and plans of expected training courses and certification programs to be undertaken by them as agreed between the employee and his/her supervisor. The Bank’s staff development manual and the CBN competency framework will be used as guidelines by supervisors and the employees in determining developmental requirements.
- xii. Non-Adherence to the Bank’s SPDP process will be sanctioned in line with the Bank’s disciplinary standards
- xiii. The Bank will adopt a blended learning approach which consists of :
 - a. Classroom
 - b. Mentoring & Coaching
 - c. Self-study – certifications, reading and research
 - d. On the job experience
 - e. Project assignment, secondment or team briefings
 - f. Computer based trainings

2. Policy Name: Examination Leave

Applies to: All permanent employees recruited directly by the Bank.

Purpose

The purpose of the policy is to:

- i. Provide clear policy for the granting of examination leave for employees directly employed by the Bank.
- ii. Set out criteria and conditions for granting examination leave.
- iii. Ensure consistency in the granting of examination leave throughout the Bank.
- iv. Ensure there is a strong correlation between the approval of an examination leave and the potential performance of an employee.

Policy Statement

- i. Examination leave is to be used specifically by employees to prepare for and write examinations that are approved by the Bank.
- ii. Approved examinations that will qualify for examination leave are:
 - Professional graduate level banking and finance certifications from leading institutions
 - Professional graduate level accounting or risk management certification from leading institutions
 - Professional graduate level functional professional certification from institutions approved by the Bank. The approval of institutions will be at management's discretion and subject to change
 - Master's program in relevant areas such as MBA, Finance, Risk Management and must be specific to the employee's current role or a role to be occupied in no more than 3 years.
- iii. The maximum duration of the examination leave is 2 weeks:
 - The only professional certification that qualify for a 2 weeks examination leave are ACIB, CFA, ACCA and ICAN others are a maximum of 1 week
 - Examinations for master's program qualify for 2 weeks.
- iv. There is no accrual of study and examination leave.

3. Policy Name: Study Leave

Applies to: All permanent employees recruited directly by the Bank.

Purpose

The purpose of the policy is to:

- i. Provide clear policy for the granting of study leave for employees directly employed by the Bank.
- ii. Set out criteria and conditions for granting study leave.
- iii. Ensure consistency in the granting of study leave throughout the Bank.
- iv. Ensure there is a strong correlation between the approval of study examination leave and the potential performance of an employee.

Policy Statement

- i. Time-off-without pay (Study Leave of Absence) may be granted for a maximum period of 12 months to enable staff undertake a Master's degree program under the following eligibility criteria:
 - a. The program must of benefit to the organization:
 - b. Improve an employee's current job performance or expand current or future job responsibility
 - c. Enable an employee to perform new duties potentially needed at the same level of responsibility but outside of the current job.
- ii. Only employees on grade of "N" and above who are on permanent contract are eligible for study leave without pay for a maximum period of one year.
- iii. Staff on grade of " N" (Executive Trainee) and above must have worked in the Bank for a minimum period of 2 years for
- iv. Employees must apply at least 12 months before start of program. This is to ensure that the unit/group/division's work needs can be met during the employee absence.
- v. Time off to attend and register for approved courses may be allowed only when such courses cannot reasonably be taken outside the employee's scheduled working hours.
- vi. Time off to take Web-based courses is not allowed.
- vii. Staff's last annual appraisal must be a minimum of an "B" rating
- viii. Staff can only apply for study leave once in 5 years.
- ix. Study leave will not be granted where the learning and development is of a personal nature and has no immediate benefit to the employee's current or future role e.g. religious programs, non-relevant program such as M.SC in Biotechnology or Food Nutrition, etc.
- x. The Bank at Management's discretion will provide employees who return after a one year study leave a token as part tuition allowance.

4. Policy Name: Study Leave (Time Off with Pay)

Applies to: All permanent employees recruited directly by the Bank.

Purpose

The purpose of the policy is to:

- i. Provide clear policy for the granting of time off with pay for employees directly employed by the Bank.
- ii. Set out criteria and conditions for granting time off with pay.
- iii. Ensure consistency in the granting time off with pay throughout the Bank.

Policy Statement

- i. Eligible employees are staff on grade of “N” on permanent employment contract
- ii. Time-off-with pay may be granted for a maximum period of 8 weeks and in the instance that the employee's absence will not adversely affect progress of work and will be approved under the following qualifying criteria:
 - a. The program must be organized by an internationally acclaimed institution and employee must clearly demonstrate how it benefits the bank.
 - b. Improve an employee's current job performance or expand current or future job responsibility
 - c. Enable an employee to perform new duties potentially needed at the same level of responsibility but outside of the current job.
- iii. Staff must have worked in the organization for a minimum period of 2 years for “E” and above 3 years for F and below.
- iv. Time off to attend and register for approved courses may be allowed only when such courses cannot reasonably be taken outside the employee's scheduled working hours.
- v. Time off to take Web-based courses is not allowed.
- vi. Staff's last annual appraisal must be a minimum of an “A” rating
- vii. Staff can only apply for a time-off-with pay once in 5 years.
- viii. Employees must apply at least 6 months before start of program. This is to ensure that the unit/group/division's work needs can be met during the employee absence.

5. Policy Name: Career Development

Applies to: All permanent employees recruited directly by the Bank.

Purpose

The purpose of the policy is to:

- I. To set out the policy and procedures used by the Bank for the career development of staff

Policy Statement

- i. For purposes of this policy "training and career development" includes formal training, work experiences, job networking or formal courses of study to update and enhance the skills/knowledge necessary to make a continuing contribution to the work of the Bank in the employee's current and future roles
- ii. Career development shall be achieved through developmental assignment, job rotation, promotions or transfers. The decision on which options to apply will be based on the Banks needs and consideration of the individual overall performance assessments.
- iii. Staff will be provided with opportunities and time away from the job so that they may maintain and develop their skills, adapt to changing workplace needs and fulfil their employment potential within the Bank.
- iv. The investment that the Bank makes in partnership with employees in their continuing career development will allow it achieve maximum flexibility in meeting its current and future skills requirements. The Bank is therefore committed to creating and fostering an environment that facilitates and enhances the skills training and career development of its staff.
- v. Professional development activities should relate closely to the goals set out in the Banks strategic and operational plans, to the needs of the employees current and future roles
- vi. Employees are mandated to attend all trainings allocated to them by the Bank. In the event that staff fail to attend a training that has been allocated and notified to them, the staff member will be required to refund in full, the cost of the training to the Bank
- vii. **Refund of Certification expense:** The Bank in its objective to promote the continuing career development of employees will refund the cost (enrolment and examination fees) of relevant professional certification program under the following eligibility criteria:
 - a. The certification will be of benefit to the organization:
 - b. The certification will Improve an employee's current job performance or expand current or future job responsibility
 - c. The certification will be in line with achieving the Banks competency framework
 - d. All request for professional certification examinations shall be made to the learning and development team for approval before the examination is carried out. This will exclude all the certification that the Bank enrolls its staff for such as ACCA, CFA and CIBN

- viii. **Tuition Assistance:** The Bank in its objective to promote staff development will provide salary advance or reimbursement for part or full tuition cost. Only for a post graduate program offered by an accredited business school, or professional institute