



TIIGSI INITIATIVE HUMAN RESOURCES POLICY AND STAFF HANDBOOK

1. Introduction

This Human Resources Policy and Staff Handbook sets out the main terms, conditions and expectations for people working for Tiigsi Initiative. It should be read together with individual employment contracts, the Code of Conduct and other organisational policies.

Tiigsi follows applicable labour laws in the countries where it operates and aims to provide a fair, safe and supportive working environment for all staff.

2. Scope and HR Governance

The policy applies to all employees on Tiigsi contracts. Specific provisions may also apply to interns, volunteers and consultants, as set out in their agreements.

Overall responsibility for HR lies with the Executive Director and the HR function. Line managers are responsible for the day-to-day management, support and performance of staff who report to them.

3. Recruitment and Selection

- Recruit staff in an open, transparent and merit-based manner;
- ensure every position has an up-to-date job description describing key duties and required competencies;
- base selection decisions on objective criteria and documented assessments;
- treat applicant data confidentially and use it only for recruitment purposes.

4. Employment Contracts and Probation

- Provide all employees with a written employment contract that states position, grade, salary, benefits, working hours and duration;
- use fixed-term, part-time or temporary contracts according to organisational needs and local law;
- require a probation period for new staff, during which performance and suitability are assessed;
- confirm successful completion, extend the probation or terminate the contract at the end of the probation period, in consultation with HR.

5. Working Hours and Attendance

- Define standard working hours and days in line with local labour law and organisational needs;
- expect staff to be punctual and to inform their line manager promptly if they are delayed or unable to attend work;
- allow flexible working arrangements where compatible with role requirements and agreed with management;
- treat persistent unauthorised absence as a potential disciplinary matter.

6. Compensation, Benefits and Payroll

- Offer fair and competitive remuneration based on job responsibilities, qualifications and market conditions;
- assign each position to a grade with an associated salary range;
- pay salaries on a regular monthly schedule, with statutory deductions handled in line with applicable law;
- review salaries periodically subject to organisational resources and funding;
- communicate any changes to salary or benefits in writing.

7. Leave and Time Off

Tiigsi provides paid and unpaid leave in line with local law and organisational policy, including:

- Annual leave – a defined number of paid working days per year, accrued progressively;
- Public and religious holidays – as recognised in the country of work;
- Sick leave – short-term absences supported by self-certification or medical certificates, depending on duration;
- Maternity, paternity and parental leave – in line with legislation and internal policy;
- Compassionate or special leave – for serious family or personal circumstances, approved by the line manager and HR.

Procedures for requesting and approving leave are set out in internal HR guidelines. Normally, leave should be requested in advance using the standard form or HR system.

8. Performance Management and Development

- Assign each staff member a line manager responsible for setting objectives and providing regular feedback;
- conduct periodic performance reviews to assess achievements, identify challenges and agree development plans;



- encourage learning and capacity building through on-the-job coaching, training and other opportunities, subject to available resources.

9. Conduct, Discipline and Grievances

Staff are expected to comply with Tiigsi's Code of Conduct, Anti-Fraud Policy, Conflict of Interest Policy and other procedures. Misconduct will be addressed through fair and transparent disciplinary processes aligned with applicable labour law.

Staff who have concerns or complaints about their employment or treatment at work may use the Grievance and Complaints Policy to seek resolution.

10. Termination of Employment

- Employment may end through resignation, non-renewal of a fixed-term contract, mutual agreement or dismissal;
- apply notice periods in line with the employment contract and applicable law;
- require staff to return all Tiigsi property and complete handover tasks before their last working day;
- ensure final payments follow contract terms and legal requirements.

11. Personnel Files and Data Protection

- Maintain a confidential personnel file for each employee, including contract, job description, performance reviews and other relevant documents;
- restrict access to personnel files to authorised HR and management staff;
- process personal data in accordance with applicable data protection laws and internal policies.

12. Review of the Policy

This HR Policy and Staff Handbook will be reviewed periodically to ensure alignment with changes in labour law, organisational structure and best practice. Amendments will be communicated to all staff.