

Peerless Employee Handbook

A comprehensive guide to our policies, culture, and standards designed to support your success at Peerless.

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1. About Peerless Software Global Services Limited

Peerless is a leading technology company delivering localized, globally benchmarked, enterprise-grade platforms, transforming the financial services sector through innovative solutions that empower banks and financial institutions across diverse markets.

1.1. Our Vision

Crafting customer driven solutions for business success.

1.2. Our Mission

To give businesses the competitive edge to be truly Peerless.

1.3. Our DNA

At Peerless, Excellence and Innovation aren't just goals; they are the foundation of everything we do. Describing Peerless through the lens of Navy Seals highlights its zeal for elite performance, adaptability, and relentless commitment to excellence.

Elite Expertise (Mastery & Skill)	Just as Navy Seals are among the most highly trained and skilled special forces in the world. Peerless stands as a beacon of unmatched expertise in its domain. Every team member is highly specialized, skilled, and continuously trained to stay ahead of the curve.
Adaptability and Innovation (Quick Thinking in Complex Situations):	Navy Seals thrive in unpredictable, fast - changing environments. Their ability to adapt, innovate, and think outside the box in the face of uncertainty is what makes them exceptional. Peerless adopts the same mentality of innovation, flexibility, and creativity in tackling the ever-changing landscape of technology.
Mission-Driven (Relentless Focus on Goals):	Navy Seals are known for their mission first mentality, no matter how challenging the task. Peerless is focused on delivering on its core mission, with a clear and unwavering sense of purpose
Resilience and Endurance (No Room for Failure):	Navy Seals are trained to persevere through the most difficult situations, with a mindset of never giving up. Peerless embodies this level of resilience, thriving in the face of challenges and always pushing forward to reach new heights.
Team Collaboration (One Team, One Goal):	Navy Seals work as a tightly knit unit where trust, communication, and collaboration are paramount In Peerless, collaboration across departments and with clients is key to achieving groundbreaking success, making the whole team operate as one cohesive, powerful entity

2. Governance & Policy Framework

This handbook applies to all core Peerless employees, Fixed term contractors, and interns unless otherwise stated. It is owned by the People Operation Team and reviewed every 2 years.

3. Employment Contracting

3.1. Employment Categories

Category	Description
Permanent Employee	Full-time, ongoing contract with full entitlements as set out in this handbook.
Fixed Term Contractor	Engaged for a specific project or defined period. Terms governed by individual contract.
Consultant	External professional providing specialist services. Not on payroll. Terms governed by consultancy agreement.
Intern	Individuals undergoing structured learning under supervision. Entitled to casual leave and bereavement support only, unless otherwise stated.

3.2. Employee Structure

The titles within the organization comprise:

- i. Executive Management - Chief Executive Officer
- ii. Senior Management - Senior Manager – General Manager
- iii. Heads of Departments
- iv. Team Leads
- v. Team Members

3.3. Grade Bands

Analyst » » Senior Analyst » » Associate » » Senior Associate » » Assistant Manager » » Deputy Manager » » Manager » » Senior Manager » » General Manager

*Any regrading **follows** a formal review process initiated by the People Operation Team and approved by the CEO.*

3.4. Probation & Confirmation

All new core employees serve a probationary period of 6 months. Performance, Conduct, and Cultural fit are assessed continuously throughout this period. Formal touchpoints follow the new hire Feedback survey schedule from the Employee Feedback Framework: 1 month, 3 months, and 6 months.

3.5. During Probation

- ☐ Unconfirmed employees are entitled to casual leave (5 days) only. The full leave suite becomes available on confirmation.
- ☐ Bereavement leave and welfare support are available to all employees from Day 1 regardless of confirmation status.
- ☐ Unconfirmed employees are not eligible to apply for the Explore Initiative until after confirmation.
- ☐ All required onboarding documents must be submitted to People Operation Team within 5 working days of the start date.

3.6. Confirmation Process

- ☐ Employee completes self-assessment and uploads evidence of work done and achievements.
- ☐ The line manager validates assessment and provides formal written feedback.
- ☐ The Executive in each Department must approve and sign off on the Confirmation letter to be issued to the employee.

Where an employee is not meeting expectations at the confirmation point, confirmation may be withheld and a structured improvement period agreed upon. Terms and revised dates are communicated in writing by the People Operation Team within 5 working days.

4. Notice Periods

4.1. Termination of Employment

In the event of termination of employment, the employee will be given written notice or payment in lieu of notice in accordance with the applicable notice period for their category:

Category	Notice Period
Unconfirmed employees	2 weeks
Confirmed employees	1 month
Senior Managers & above	2 months
Executive Directors - CEO	3 months

Employment may be terminated on any of the following grounds:

- ☐ Disciplinary; in line with the Peerless Code of Conduct.
- ☐ Operational restructuring or redundancy.
- ☐ Performance; following a concluded Performance Improvement Plan process.
- ☐ At the instance of the employee through resignation, observing the applicable notice period.

In the event of separation, all indebtedness owed to the employee will be calculated during the exit engagement process. Any outstanding obligations owed by the employee to Peerless will be assessed at the same time.

The Company reserves the right to set off any indebtedness against entitlements due. All company property must be returned as part of the clearance process before the exit engagement is concluded.

4.2. Contractor & Temporary Employee Terms

- ☐ All contractors and temporary employees are bound by the [https://writer.zoho.com/writer/open/fzb9y3f5a6e2606614a2dba07286319bdecdaPeerless Code of Conduct](https://writer.zoho.com/writer/open/fzb9y3f5a6e2606614a2dba07286319bdecdaPeerlessCodeofConduct) and values without exception.
- ☐ Statutory obligations are governed by the nature of the engagement and applicable law, as set out in the individual contract.
- ☐ Contractors and temporary employees are not entitled to the benefits in this handbook unless explicitly stated in their contract.

- ☐ System and premises access is limited to what is required for the employment engagement and is revoked on the contract end date.
- ☐ Contract renewal must be initiated at least 30 days before the current contract expires.

5. Code of Conduct & Ethics

Peerless' Code of Conduct sets out the ethical standards and behavioural expectations for everyone who works here. The [full Code of Conduct](#) is a standalone document provided to all employees on their first day. Employees are required to read it carefully and sign the Ethics Declaration Form within 5 working days of their start date.

The Code of Conduct covers: integrity and fair dealing, anti-bribery and corruption, conflict of interest, confidentiality, anti-harassment and bullying, data privacy, use of company assets, and Health & Service Standards.

5.1. Conflict of Interest

Where a personal interest, financial, relational, or otherwise, has the potential to influence a professional decision, the employee must disclose this to the People Operation Team in writing immediately. People Operation Team documents the disclosure and assesses whether a genuine conflict exists and escalates to the relevant EXCOs or CEO where the matter involves a significant business decision. Failure to disclose a conflict of interest is a disciplinary matter.

Relationships & Professional Boundaries

Employees are expected to maintain appropriate professional boundaries in all workplace relationships. Personal or romantic relationships are not prohibited; however, employees must disclose any relationship that creates, or could reasonably be perceived to create, a conflict of interest.

This is particularly important where a relationship exists between a **manager and subordinate**, or where one employee has influence over another's recruitment, performance evaluation, promotion, compensation, work allocation, disciplinary action, or other employment decisions. Where such a conflict or potential conflict exists, the employee must disclose it **in writing to the People Operations Team immediately**. People Operations will document the disclosure and assess appropriate measures to manage the conflict, which may include changes to reporting lines, decision-making responsibilities, or other arrangements.

Employees must not use their position to favour, disadvantage, pressure, or provide preferential treatment to someone with whom they have a personal relationship.

Failure to disclose a relevant conflict of interest or misuse of authority arising from a personal relationship may result in disciplinary action.

5.2. Dress Code & Personal Presentation

Peerless' dress code reflects the context of the work; professional, purposeful, and representative of a company that takes its brand seriously. Every employee is expected to be well-groomed, neat, and clean always, regardless of the day or setting.

Employees are expected to maintain a **professional and business casual-appropriate appearance** during working hours. Clothing should be clean, neat, presentable, appropriately fitted, and suitable for the workplace.

Employees should exercise good judgment in selecting attire appropriate to their role, activities, and level of client or stakeholder interaction.

Client-Facing Expectations

Employees attending client meetings, presentations, business engagements, or representing Peerless externally are expected to dress in a manner that reflects a **professional corporate image**. Where required, employees should adopt formal or business attire appropriate to the nature of the engagement.

Company Events & Branded Wear

Employees are expected to dress appropriately for company events, conferences, workshops, and other official engagements, taking into account the nature and formality of the event.

Where **Peerless-branded clothing or other designated corporate wear** is provided for specific events or activities, employees may be required to wear it as communicated. Branded wear should be clean, presentable, and appropriately paired with other clothing.

Unacceptable Presentation

Employees should avoid clothing or presentation that is excessively casual, revealing, dirty, torn, offensive, or otherwise inappropriate for a professional workplace. Clothing or accessories containing offensive, discriminatory, or inappropriate language or imagery are not permitted.

You can access Dress code Policy [HERE](#).

5.3. Attendance, Working Hours & Public Holidays

I. Attendance & Standard Working Hours

The standard working hours at Peerless is 9:00am to 5:00pm, We operate a Hybrid model with three days working in the office and two days working remotely in a week. Mondays, Tuesdays and Thursdays being a compulsory work in office days for all employees.

Employees are expected to:

- ☐ Resume work on time and be available during scheduled working hours.
- ☐ Maintain an accurate calendar status and keep their Line Manager/team informed of their availability.
- ☐ Attend scheduled meetings, calls, and work engagements punctually and participate actively.
- ☐ Notify their Line Manager as early as possible where they will be late, absent, or unavailable during working hours.
- ☐ Obtain the required approval for planned leave or other periods of absence.
- ☐ When working remotely, maintain a suitable work environment, reliable connectivity, and remain accessible through approved communication channels.
- ☐ Ensure any extended absence or unavailability during working hours is communicated and appropriately approved.

Repeated lateness, unexplained absence, poor availability, or failure to comply with attendance requirements may be addressed through the Company's performance or disciplinary processes.

II. Public Holidays

Peerless observes all public holidays declared by the Federal Government of Nigeria. The People Operation Team populates the annual public holiday schedule on the HRIS for all employees at the start of each year. Where an employee is required to work on a public holiday or weekend due to operational necessity, they will receive an inconvenience allowance as agreed with the line manager and approved by the People Operation Team.

5.4. Health, Safety & Environment (HSE)

Peerless is committed to the health, safety, and wellbeing of every employee, contractor, and visitor. HSE is a core value and an everyday responsibility, not merely a compliance exercise.

I. Your Responsibilities

Employees are expected to:

- ☐ Follow all HSE policies, procedures, and instructions provided by the People Operations Team.
- ☐ Maintain a clean, safe, and orderly workplace.
- ☐ Report any safety incident, near-miss, hazard, or unsafe condition immediately to their Line Manager and the People Operations Team, however minor.
- ☐ Participate in all mandatory HSE training and emergency drills.
- ☐ Use office facilities, equipment, and shared spaces responsibly and for their intended purpose.
- ☐ Keep emergency exits, walkways, stairways, and other access routes clear at all times.

II. Everyday Workplace Rules

Employees are expected to maintain shared facilities in a clean, safe, and appropriate condition for others.

➤ Kitchen

- ☐ Clean up immediately after use and dispose of waste appropriately.
- ☐ Return utensils and other items to their proper places.
- ☐ Do not leave food, spills, or appliances unattended.
- ☐ Report faulty appliances, leaks, or other hazards promptly.

➤ Restrooms

- ☐ Keep restrooms clean and hygienic.
- ☐ Dispose of waste in designated bins and use facilities appropriately.
- ☐ Report blocked toilets, leaks, damaged fixtures, or other issues promptly.

➤ Meeting Rooms

- ☐ Leave meeting rooms clean and organised after use.
- ☐ Return furniture and equipment to their appropriate positions.
- ☐ Remove personal belongings, food, and waste.
- ☐ Switch off lights and equipment where applicable after use.

➤ Workstations

- ☐ Keep workstations clean, organised, and free from safety hazards.
- ☐ Keep cables, bags, and personal items from obstructing walkways.
- ☐ Take reasonable care of company furniture, equipment, and devices.

➤ **Power & Equipment**

- ☐ Use electrical equipment and power outlets responsibly.
- ☐ Do not tamper with electrical installations or use damaged equipment.
- ☐ Switch off equipment when no longer required, where appropriate.
- ☐ Report electrical faults, overheating, sparks, or damaged cables immediately.

➤ **Parking & Common Areas**

- ☐ Park only in designated areas and do not block entrances, exits, walkways, or emergency access routes.
- ☐ Keep corridors, lounges, reception areas, and other common spaces clean and unobstructed.
- ☐ Maintain reasonable noise levels and respect others using shared spaces.
- ☐ Do not leave personal belongings or waste in common areas.

III. Shared Facilities

Everyone is responsible for leaving shared facilities clean, safe, and ready for the next person. Misuse of company facilities, repeated failure to maintain cleanliness, or behaviour that creates a health, safety, or operational risk may result in appropriate disciplinary action.

IV. Incident Reporting

All incidents, including injuries, near-misses, hazards, electrical incidents, or property damage, must be reported immediately to the People Operations Team via email. Failure to report a safety incident is a disciplinary matter. Willful disregard of safety protocols resulting in risk to life, injury, or significant property damage may result in immediate termination, subject to applicable law and company procedures.

5.5. Official Communication Channel

The following are recognised official communication channels, as applicable to an employee's role and function:

- ☐ Zoho Email: For formal business communication, approvals, official instructions, documentation, and communication with internal and external stakeholders.
- ☐ ZOHO Connect / ZOHO Cliq: For day-to-day collaboration, team communication, discussions, meetings, and work-related updates.
- ☐ Peerless HRIS: For employee-related processes, requests, records, approvals, leave, attendance, performance management and other People Operations matters managed through the platform.
- ☐ HelpDesk/NUEDSK: For logging and tracking IT, operational, support, or other requests where applicable.
- ☐ Other approved collaboration tools: Any additional platform formally approved by Peerless for specific business or operational purposes.

5.6. Use of Personal Messaging Platforms

WhatsApp, personal email, SMS, or other personal messaging platforms must not serve as the system of record for formal business matters. In particular, approvals, client commitments, incidents, formal instructions, employee records, and other important business decisions must be documented through the appropriate official channel.

Where a formal business matter is initially discussed through an informal channel, the relevant decision, approval, or instruction should subsequently be documented on the appropriate official platform. Employees are expected to use the appropriate communication channel based on the nature and sensitivity of the information being shared.

5.7. Anti-Bribery, Gifts, Hospitality & Vendor Conduct

Peerless maintains a zero-tolerance approach to bribery, corruption, improper payments, and inducements. Employees must conduct business with clients, partners, vendors, and other third parties fairly, transparently, and in the best interest of the Company.

➤ **Gifts & Hospitality**

- ☐ Employees must not offer, request, or accept cash, cash equivalents, loans, or personal benefits in exchange for favourable treatment or business decisions.
- ☐ Gifts or hospitality must be reasonable, infrequent, appropriate to the business relationship, and must not create an obligation or perceived influence.
- ☐ Gifts or hospitality valued above ₦50,000, or any gift that could reasonably influence a business decision, require prior written approval from the employee's Functional Head and People Operations.
- ☐ Gifts or hospitality involving government officials or public-sector representatives must receive prior approval from the CEO or designated Executive, regardless of value.
- ☐ Employees must disclose any gifts or hospitality that may create an actual or perceived conflict of interest.

➤ **Procurement & Vendor Relationships**

- ☐ Employees involved in procurement or vendor selection must make decisions objectively and based on legitimate business considerations.
- ☐ Employees must not request or accept personal commissions, kickbacks, discounts, favours, employment opportunities, or other benefits from vendors or prospective vendors.
- ☐ Personal, family, or financial relationships with a vendor that could influence, or appear to influence, a business decision must be disclosed to the People Operations Team and the relevant Functional Head.
- ☐ Employees must not use their position to favour a vendor or influence procurement decisions for personal benefit.

➤ **Approval & Reporting**

Any employee who is unsure whether a gift, hospitality, payment, or vendor interaction is appropriate must seek approval before proceeding. Suspected bribery, corruption, kickbacks, or improper inducements must be reported immediately to the People Operations Team or appropriate senior authority.

Breaches of this policy may result in disciplinary action, up to and including termination, and may be referred to the appropriate authorities where required by law.

6. Compensation & Statutory Deductions Compensation Philosophy

Peerless' approach to pay is built on equity, fairness, market competitiveness, and performance orientation. Every compensation decision follows a documented approval process and is free from bias based on gender, ethnicity, religion, age, or any other protected characteristic.

6.1. Pay Date

Salaries are paid on the 25th of each month. Where the 25th falls on a weekend or public holiday, payment is made on the last working day before that date. All payroll queries are directed to the People Operation Team.

6.2. Salary Review

Salaries are reviewed annually as part of the year-end performance cycle. Reviews are informed by individual performance outcomes, market benchmarking, and budgetary capacity. All adjustments are approved by the CEO and the Board as required.

6.3. Salary Confidentiality

All employee compensation details are strictly confidential. Employees must not disclose their salary, grade structure, or any other compensation detail to colleagues or external parties. Unauthorized disclosure of compensation information is a disciplinary matter.

6.4. Equity & Employee Share Ownership (ESOP)

Peerless believes employees should be co-owners of the business they are building. The Employee Share Ownership Plan (ESOP) is available to eligible employees and is linked to performance and length of service. Details of eligibility, vesting terms, and participation are communicated to eligible employees by the People Operation Team and governed by the Peerless Reward & Compensation Policy. Employees who receive Peerless shares are bound by the ESOP agreement and may not disclose or transfer their interest without written authorization.

6.5. Statutory Deductions

The following are some deductions made from employee salaries each month in compliance with Nigerian law:

- ☐ **Personal Income Tax (PAYE)** - deducted and remitted to the relevant State Internal Revenue Service.
- ☐ **Pension Contributions** - Peerless contributes 10% and the employee contributes 8% of monthly emoluments, in line with the Pension Reform Act 2014.
- ☐ **Nigeria Social Insurance Trust Fund (NSITF)** - Peerless contributes 1% of total monthly payroll in line with the Employee Compensation Act 2010.
- ☐ **Industrial Training Fund (ITF)** - Peerless contributes 1% of annual payroll in line with the ITF Act 2011.

6.6. Out-of-Station Allowance

Employees assigned to work outside their primary location for a defined period are entitled to an out-of-station allowance. Current rates are maintained by the People Operation Team and communicated at the point of assignment.

6.7. Bereavement Financial Support

Peerless provides a one-time financial payout to all employees upon the death of an immediate family member, spouse, child, parent, or legal guardian in addition to approved bereavement leave. Processed within 5 working days of supporting documentation being submitted to People Operation Team.

7. Leave Management

7.1. Annual Leave Entitlement

Grade Band	Annual Leave Entitlement
Analyst – Manager	20 working days
Senior Manager – General Manager	25 working days
Chief Executive Officer	30 working days

7.2. Leave Process

- ☐ All leave requests are submitted via the HRIS system with a minimum of 1 week (5 working days') notice before the intended start date.
- ☐ Failure to provide 1 weeks' notice gives the line manager the right to refuse the request.
- ☐ A completed handover must be approved by the line manager at least 48 hours before leave commences and uploaded on the HRIS.
- ☐ All leave requests must be approved by the line manager and by the People Operation Team.
- ☐ Annual leave is pro-rated for employees who join and exit within a calendar year.

7.3. Leave Types

Leave Type	Entitlement	Eligibility	Key Conditions
Annual Leave	Per grade as stated above	Confirmed employees	Pro-rated for a partial year. Cannot be encashed during employment.
Casual Leave	5 days	Unconfirmed employees	Deducted from future annual leave entitlement on confirmation.
Compassionate Leave	5 days	All employees	Genuine emergency. People Operation Team notification required immediately.
Bereavement Leave	10 days (Immediate family) 5 days (Extended family)	All employees	For nuclear family loss. Documentation required.
Maternity Leave	3 months + 1-month Annual Leave	All female employees	Confirmed: full pay. Unconfirmed: half pay. Adjusted schedule (9am – 4pm) for 2 months on return.
Child Adoption Leave	3 months + 1-month Annual Leave	All female employees	0-4months child Evidence of adoption required.
Paternity Leave	10 days (Birth) 5 days (Adoption)	All male employees	0-4months child. Evidence of childbirth or adoption required.
Mental Health Leave	Granted based on professional recommendation	All employees	Medical/professional recommendation required. Assessed by People Operations. Fully confidential.

Miscarriage Leave	Up to 20 days (Female) Up to 5 days (Male)	All employees	Medical documentation required. Treated with full sensitivity and confidentiality.
Sick / Medical Leave	Assessed case by case	All employees	Valid medical certificate required. People Operation Team and line manager approval is required.
Leave of Absence	Maximum 20 days	All employees	Approved by line manager. Documented by People Operation Team. Unpaid unless otherwise agreed.
Study Leave	Up to 18 months	All employees	Unpaid. CEO approval required. Role re-entry subject to vacancy availability.
Exam Leave	5 days paid, then casual/annual leave	All employees	5 paid days first. Casual or annual leave applies thereafter.
Public Holidays	As declared by FGN	All employees	Employees required to work on a public holiday receive an inconvenience allowance

8. Employee Welfare & Wellbeing

Peerless's commitment to its people extends beyond the working day. The following welfare commitments are active and non-negotiable.

8.1. Safe Reporting

People Operation Team maintains an anonymous reporting channel for workplace concerns including harassment, safety issues, and bullying. Every report is treated seriously, investigated promptly, and handled in full confidentiality.

8.2. Sexual Harassment & Abuse

Peerless is committed to maintaining a workplace that is safe, respectful, and free from sexual harassment, sexual abuse, exploitation, intimidation, and other forms of inappropriate sexual conduct. Such behaviour is not tolerated, regardless of the position, seniority, gender, or relationship of the individuals involved.

I. Prohibited Conduct

Sexual harassment or abuse may include, but is not limited to:

- ☐ Unwelcome sexual advances, requests for sexual favours, or sexually suggestive comments.
- ☐ Unwanted touching, physical contact, gestures, or other sexual behaviour.
- ☐ Sexual jokes, comments, messages, images, or materials that are inappropriate or unwelcome.
- ☐ Repeated unwanted invitations, advances, or communication of a sexual nature.
- ☐ Making employment decisions, opportunities, benefits, or treatment conditional on sexual cooperation or attention.
- ☐ Threatening, intimidating, or disadvantaging an employee for rejecting sexual advances.

- ☐ Sexual exploitation, coercion, assault, or any other form of sexual abuse.
- ☐ Any conduct that creates a hostile, intimidating, humiliating, or sexually offensive work environment.

The policy applies to conduct occurring in the workplace, during business travel, at company events, through work-related communication platforms, and in other situations connected to employment.

II. Reporting

Employees may report concerns or incidents to the **People Operations Team, their Line Manager, or another designated senior leader** they trust.

Where the alleged offender is the employee's Line Manager, Functional Head, Executive, or any other person within their reporting line, the employee may **bypass the normal reporting structure** and report directly to People Operations or an appropriate senior authority.

Reports may be made verbally or in writing. Employees are encouraged to report incidents as soon as reasonably possible and provide any relevant information or evidence available to them.

III. Confidentiality & Investigation

All complaints will be treated with appropriate confidentiality and handled sensitively. Information will only be shared with individuals who need it to assess, investigate, manage, or resolve the matter, subject to legal and procedural requirements.

Peerless will conduct an appropriate and fair investigation of reported concerns. Employees involved in an investigation are expected to cooperate honestly and maintain confidentiality.

Where appropriate, interim measures may be taken to protect the complainant or other employees while an investigation is ongoing.

IV. Non-Retaliation

Peerless prohibits retaliation against any person who, in good faith:

- ☐ Reports or raises a concern;
 - ☐ Participates in an investigation;
 - ☐ Provides information or evidence; or
 - ☐ Supports another employee in making a report.
- ☐ Retaliation, intimidation, victimisation, or attempts to discourage a report will be treated as a serious disciplinary matter.

V. Management, Executive & Senior-Level Allegations

No employee is exempt from this policy because of their position or seniority.

Where an allegation involves a **Manager, Functional Head, Executive, CEO, or other senior leader**, the complainant may bypass the individual's reporting line and report directly to People Operations or an appropriate independent senior authority.

The person accused of misconduct will not be permitted to control, influence, or improperly interfere with the investigation or outcome of a complaint concerning them.

Where appropriate, the matter may be escalated to the **CEO, Board, or other independent authority**, particularly where the allegation involves a senior executive or presents a conflict of interest.

VI. Consequences

Confirmed sexual harassment, abuse, exploitation, retaliation, or deliberate interference with an investigation may result in disciplinary action, up to and including termination of employment, subject to applicable law and Company procedures.

Where conduct may constitute a criminal offence, Peerless may refer or support the matter being referred to the appropriate authorities.

Peerless encourages employees to speak up about concerns and will take reasonable steps to protect individuals who raise genuine concerns from retaliation or further harm.

8.3. Bullying, Discrimination & Workplace Abuse

Peerless is committed to a respectful, inclusive, and safe workplace. Bullying, discrimination, intimidation, threats, humiliation, retaliation, and abuse of authority are not tolerated.

➤ Prohibited Conduct

This includes, but is not limited to:

- ☐ Bullying, intimidation, threats, or aggressive behaviour.
- ☐ Deliberate humiliation, insults, or degrading treatment.
- ☐ Discriminatory or unfair treatment based on characteristics protected by law or Company policy.
- ☐ Abuse or misuse of authority to threaten, intimidate, manipulate, or unfairly disadvantage an employee.
- ☐ Retaliation against anyone who raises a legitimate concern, makes a complaint, or participates in an investigation.

Reasonable management actions, including performance feedback, supervision, accountability, and disciplinary action carried out professionally and fairly, do not constitute bullying or workplace abuse.

➤ Reporting & Protection

Employees may report concerns to their Line Manager or People Operations Team. Where the concern involves their Line Manager or another senior employee, they may bypass the normal reporting line and report directly to People Operations or an appropriate senior authority.

Complaints will be handled sensitively and investigated fairly, with appropriate confidentiality. Retaliation against anyone who raises concern in good faith is prohibited.

Confirmed cases of bullying, discrimination, workplace abuse, or retaliation may result in disciplinary action, up to and including termination of employment, subject to applicable law and Company procedures.

9. Performance, Feedback & Development

9.1. Performance Summary

Performance Management is designed to drive business success while supporting employee growth and development. Our approach encourages continuous feedback, accountability, collaboration, and a culture of high performance.

Performance is managed using the Objectives and Key Results (OKR) Framework, which aligns individual and team goals with the Company's strategic objectives. At the beginning of the year,

employees and their managers work together to set clear, measurable goals and expected outcomes.

Progress is monitored through quarterly check-ins & performance reviews, providing opportunities for feedback, coaching, and adjustments where necessary. Formal mid-year and annual performance reviews are also conducted to evaluate achievements, competencies, behaviours, and overall contributions. Employees receive performance ratings based on their results, demonstration of company values, competencies, and overall impact.

Where performance falls below expectations, a Performance Improvement Plan (PIP) may be implemented to provide structured support, clear objectives, and defined timelines to help employees improve performance.

Outstanding performance is recognized through the Company's reward and recognition programs, reinforcing behaviours and achievements that contribute to the organization.

Career progression is supported through our Career and Competency Framework, which define career pathways and the knowledge, skills, behaviours, and capabilities required at each level. Career advancement opportunities are based on sustained high performance, demonstrated competencies, achievement of OKRs, readiness for increased responsibility, business needs, and leadership potential where applicable, not tenure alone.

Employees are encouraged to work with their managers to develop Individual Development Plans (IDPs) that identify career aspirations, competency gaps, and learning opportunities. Development may include formal training, coaching, mentoring, certifications, stretch assignments, job rotations, and cross-functional projects.

To ensure business continuity and develop future leaders, the Company maintains a Succession Planning approach for critical roles by identifying and developing high-potential talent.

Performance at Peerless is measured through two lenses: what you deliver and how you show up.

Component	Weighting	What It Measures
OKR Achievement	80%	Delivery against agreed Objectives and Key Results.
TRACE Behaviour	20%	How you work — the behaviours that reflect our values and shape our culture.

9.2. Performance Cycle

December -January	Q4/Year-end appraisal is carried out. New OKRs set against the new year, EXCO approves. CEO communicates strategy and priorities for the new year.	Delivery against agreed Objectives and Key Results.
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April	Q1 check-in with line manager.	Delivery against agreed Objectives and Key Results.
July	Q2/Mid-year review across division	Delivery against agreed Objectives and Key Results.
October	Q3 check-in with line manager.	Delivery against agreed Objectives and Key Results.

9.3. Rating Scale

Rating	What It Means
1 — Outstanding	100% and above; Delivers beyond the brief with visible, meaningful impact. Confirmed by EXCO during calibration. Expected in no more than 5–10% of employees per cycle.
2 — Exceeds Expectations	86–99% of targets achieved. Consistently surpasses expectations. A high-impact contributor.
3 — Meets Expectations	70–85% of targets achieved. The role is performed well and consistently. A solid, valued performance.
4 — Partially Meets Expectations	60–69% achieved. Meaningful improvement required. A development plan is agreed.
5 — Does Not Meet Expectations	Below 60%. A Performance Improvement Plan is initiated within 30 days.

9.4. Feedback Framework

Feedback at Peerless happens continuously, not only at year-end.

Mechanism	Who It Applies To	When
Onboarding Feedback Survey	New joiners	1 month, 3 months
Leadership Summit	Team Leads and EXCOs	Quarterly
Pulse Survey	All employees	Quarterly - anonymous
Peerless Townhall	All employees	Quarterly (Could be Virtually or Physically)
Exit Interview	Departing employees	At separation

9.5. Your Voice. Our Action.

We believe feedback only creates value when it leads to action. Following every Pulse Survey and Quarterly Town Hall, we will publish “Your Voice” a summary, sharing the key themes raised across the organization.

Our commitment is simple: You share. We listen. We act.

10. Succession Planning

Peerless is committed to ensuring business continuity and building a strong pipeline of talent for critical roles. Succession planning identifies and develops employees who have the potential to take on key roles when required.

10.1. Identification of Potential Successors

Peerless will periodically identify critical roles based on business impact, responsibility, specialized knowledge, and difficulty of replacement.

Potential successors will be identified based on:

- ☐ Performance and demonstrated results.
- ☐ Competencies, skills, and technical capability.
- ☐ Manager feedback, leadership potential, and readiness.
- ☐ Career aspirations and development needs.

Identified talent may be supported through training, coaching, mentoring, stretch assignments, or other development opportunities.

10.2. Talent Review

A formal Talent Review will be conducted at least annually, using outcomes and feedback from the performance appraisal process, together with ongoing feedback from Line Managers and Functional Heads. Employees may be assessed as Ready Now, Ready in 1–2 Years, or Longer-Term Development. People Operations will coordinate the review, document outcomes, and monitor agreed development actions.

10.3. Ownership & Governance

- ☐ **CEO/EXCO:** Provides oversight and supports succession decisions for critical roles.
- ☐ **People Operations:** Owns the succession framework, coordinates Talent Reviews, maintains records, and monitors development plans.
- ☐ **Line Managers/Functional Heads:** Identify and assess talent, provide feedback, and support development.
- ☐ **Employees:** Take ownership of agreed development plans.

10.4. Succession & Elevation

Being identified as a potential successor does not guarantee an elevation or appointment. Final decisions will be based on business needs, role requirements, performance, competencies, and demonstrated readiness.

11. Learning & Development

At Peerless, we believe excellence is built through continuous learning. As part of our commitment to Elite Expertise, learning is intentional, practical, and embedded in the way we work.

Our People Operations team designs and delivers learning experiences that help our people grow personally and professionally. Through initiatives such as Lunch & Learn sessions, technical knowledge sharing, leadership development, professional certifications, cross-functional learning, and strategic external partnerships, we equip our teams with the skills and mindset needed to deliver exceptional results.

- ☐ **Lunch & Learn:** Peerless hosts regular Lunch & Learn sessions where employees share knowledge, project learnings, technical expertise, and industry insights. Participation is encouraged across all teams.
- ☐ **Learning Programmes:** People Operations delivers learning initiatives aligned with Peerless' strategic priorities and DNA. These include technical training, leadership development, compliance training, and professional skills development.
- ☐ **Learning Through Experience:** Employees are encouraged to grow through cross-functional projects, stretch assignments, increased responsibilities, mentoring, and internal opportunities.
- ☐ **External Learning:** Employees may request approval for external training or professional certifications. Requests are reviewed by the Line Manager and People Operations based on business relevance and budget.
- ☐ **Study Leave:** Eligible employees may apply for Study Leave in accordance with the Company's Leave Policy.

Because at Peerless, being elite doesn't mean being flawless, it means relentlessly pursuing mastery.

12. Peerless Explore Initiative

Every confirmed employee in good performance standing may access the Explore Initiative, a structured programme for cross-functional learning and career development within Peerless.

12.1. Three Pathways

- ☐ **Job Shadowing:** 1 to 2 days per week in a different Unit/Department for up to 3 months while remaining in your current role.
- ☐ **Internal Internship:** Full deployment to a different Unit within your Department for 2 weeks to 3 months.
- ☐ **Job Rotation:** Full deployment to a different Department for 2 weeks to 3 months.

12.2. How to Access It

Requests are accepted on a rolling basis and can be initiated by the employee, the line manager, and the People Operation Team.

Approval process:

Line Manager → Receiving EXCO → People Operation Team issues commencement letter within 72 hours.

13. Remote Work

Peerless operates a hybrid work model. The default is a minimum of 3 days in the office per week with Mondays, Tuesdays and Thursdays as compulsory work in the office days. Full remote work is available but each request is reviewed and approved on a case by case basis.

Default Mode	Hybrid, minimum 3 days in office per week, Mondays, Tuesdays & Thursdays Compulsory. While the remaining 2 days is to work remotely.
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Inter-City Remote	Prior Line Manager, Head of Department and People Operations approval required
International Remote	ED/CEO approval required
Data Security	VPN and secure networks mandatory when working remotely
False Declaration	Misrepresenting work location is a serious disciplinary offence

14. Confidentiality, Information & Cybersecurity

Every employee at Peerless handles information that is confidential – company strategy, customer data, colleague information, financial data, and operational intelligence. Protecting this information is a condition of employment, not a courtesy.

14.1. What You Must Do

- ☐ Handle confidential information strictly on a need-to-know and authorised basis.
- ☐ Store, process, and transmit information only through Peerless-approved systems, platforms, and storage locations.
- ☐ Use strong passwords, keep credentials private, and use Multi-Factor Authentication (MFA) where enabled.
- ☐ Use VPN and secure networks when accessing company or client systems remotely.
- ☐ Lock your workstation and secure devices when unattended.
- ☐ Verify unexpected emails, links, attachments, requests for credentials, or payment/information requests before taking action.
- ☐ Use only authorised devices, software, removable media, and cloud services for company or client information.
- ☐ Report suspected phishing, lost or stolen devices, unauthorised access, accidental disclosure, malware, or any other security incident immediately through the designated security/HelpDesk channel and to the People Operations Team where applicable.

14.2. What You Must Not Do

- ☐ Share passwords, MFA codes, access tokens, credentials, or security information with anyone.
- ☐ Access systems, client environments, production data, or information without proper authorisation.
- ☐ Download, copy, extract, screenshot, photograph, or transfer confidential information unless required and authorised for business purposes.
- ☐ Store company or client information on personal devices, personal email, messaging applications, external drives, or unauthorised cloud platforms.
- ☐ Connect unauthorised USB drives, removable media, or other devices to Peerless or client systems.
- ☐ Share source code, credentials, client data, production data, or other confidential information with unauthorised persons or third parties.
- ☐ Use public or unapproved AI tools to upload, process, or analyse company confidential information, source code, customer data, credentials, or client information.
- ☐ Bypass security controls or attempt to gain unauthorised access to Peerless or client systems.
- ☐ Share customer data with any third party without appropriate written authorisation.

- ☐ Retain or reproduce confidential company or client documents after employment or engagement ends.

14.3. Client & Production Environments

Access to client systems and production environments must be limited to authorised personnel and approved activities. Employees must follow all applicable Peerless and client security controls and must not make unauthorised configuration changes, extract production data, or use client credentials outside approved processes.

14.4. Personal Information & Compensation

Employees must handle colleague information, including compensation, grades, and People Operations decisions, responsibly and in accordance with applicable privacy requirements. Confidential employee information must not be disclosed to unauthorised persons.

14.5. Incident Reporting

When in doubt, report it. Employees must immediately report suspected or actual security incidents, including phishing attempts, accidental data disclosure, lost devices, unauthorised access, exposed credentials, malware, or suspected data breaches through the designated reporting channel. Employees must not conceal, delete, or attempt to independently investigate or remediate a suspected security incident unless authorised to do so.

Failure to comply with information security requirements may result in disciplinary action, up to and including termination, and may have legal or contractual consequences where applicable.

14.6. Social Media & Online Conduct

Peerless' reputation is built over time and can be damaged quickly. Every employee represents the Peerless brand online, whether they intend to or not.

➤ What is Encouraged

- ☐ Sharing Peerless published content and company news on personal social media.
- ☐ Sharing your professional journey at Peerless authentically and positively.
- ☐ Wearing Peerless brand with pride online as in person.

➤ What Is Not Acceptable

- ☐ Sharing internal, confidential, or commercially sensitive information on any external platform.
- ☐ Posting content that is defamatory, abusive, discriminatory, or harassing.
- ☐ Publicly disparaging Peerless as an employer, company, or brand without factual basis.

14.7. Use of AI & External Digital Tools

Peerless recognises the value of Artificial Intelligence (AI), Software-as-a-Service (SaaS), and other digital tools in improving productivity, innovation, and business outcomes. Employees may use such tools only in accordance with Company-approved systems, security requirements, and data protection standards.

➤ What You Must Do

- ☐ Use only Peerless-approved AI, SaaS, cloud, and digital tools for company or client work.

- ☐ Follow all applicable information security, confidentiality, data protection, and client requirements when using AI or external tools.
- ☐ Verify AI-generated content before using it in business decisions, client deliverables, code, documentation, or other official work.
- ☐ Ensure that use of AI does not compromise the accuracy, confidentiality, security, or ownership of Company or client information.
- ☐ Obtain appropriate approval before introducing a new external tool for business use.

➤ **What You Must Not Do**

Employees must not upload, paste, submit, or otherwise expose the following information to **unapproved AI or external digital tools**:

- ☐ Client or customer data;
- ☐ Source code, scripts, system architecture, or technical documentation;
- ☐ Passwords, credentials, API keys, tokens, or other security information;
- ☐ Contracts, proposals, pricing, or commercially sensitive information;
- ☐ Company strategy, financial information, personnel information, or proprietary materials;
- ☐ Confidential or personal information belonging to Peerless, its employees, or clients.

Employees must also not use external AI or digital tools to bypass Peerless security controls, access restrictions, licensing requirements, or approved business processes. Where an AI or external tool is approved for use, employees must still exercise professional judgment and remain accountable for the work produced or decisions made using the tool.

15. Client Site Conduct

Employees deployed to banks, client offices, or other external locations represent Peerless and are expected to maintain professional conduct while remaining subject to all Peerless policies and applicable client-site rules.

15.1. Acceptable Conduct

Employees are expected to:

- ☐ Maintain professional, respectful, and appropriate conduct at all times.
- ☐ Follow agreed client-site access, security, safety, and confidentiality requirements.
- ☐ Use only authorised systems, applications, equipment, and access credentials.
- ☐ Perform activities within the scope of their approved role, assignment, and instructions.
- ☐ Escalate client requests, issues, or concerns through the appropriate Peerless channels.
- ☐ Protect client information, systems, equipment, and data from unauthorised access or disclosure.

15.2. Unacceptable Conduct

Employees must not:

- ☐ Access systems, applications, accounts, or data without proper authorisation.
- ☐ Make unauthorised system, configuration, code, or infrastructure changes.
- ☐ Extract, copy, transfer, or retain client data outside approved processes.

- ☐ Make commitments to clients regarding pricing, timelines, scope, product capabilities, or contractual matters without appropriate approval.
- ☐ Give instructions or make decisions outside their authority or approved governance.
- ☐ Share passwords, credentials, confidential information, or client data with unauthorised persons.
- ☐ Use client systems or resources for unauthorised personal purposes.
- ☐ Bypass Peerless or client security, approval, or escalation processes.

Any client request that falls outside an employee's approved authority or scope should be referred to the appropriate Peerless Manager or Functional Head before action is taken.

Failure to comply with these requirements may result in disciplinary action and, where applicable, contractual or legal consequences.

16. Authority & External Commitment

Employees must not make contractual, commercial, pricing, delivery, product roadmap, scope, or other commitments to clients or partners without the appropriate authority and approval.

17. Employee Resource Group (ERG)

Peerless Employee Resource Groups (ERGs) are employee-led communities that foster connection, collaboration, and a strong sense of belonging across the organisation. Supported by the People Operations team, ERGs provide opportunities for employees to share interests, celebrate diverse perspectives, drive engagement initiatives, and contribute to our workplace culture.

➤ How to Get Involved

- ☐ The ERG is open to all employees regardless of grade, tenure, or contract type.
- ☐ Contact People Operation Team.
- ☐ Employees with ideas for ERG initiatives or community projects are encouraged to bring them forward.

18. Whistleblowing

Peerless protects employees who raise genuine concerns about misconduct, unethical behaviour, safety risks, or policy breaches. Raising a concern in good faith is not a risk, silencing one is.

➤ How to Report

- ☐ Directly to the Head of People Operation in person or by email
- ☐ Directly to the CEO where the concern involves the People Operation Team or an Executive.

➤ What Happens After a Report

- ☐ A formal investigation is completed within 30 days. Complex cases may take longer, the reporting employee is kept informed and Findings are acted on.
- ☐ Whistleblowers are protected from retaliation, discrimination, or any adverse employment action because of a good faith report.

19. Raising Concerns & Escalations

19.1. Grievance Process

At Peerless, we encourage employees to raise concerns openly and respectfully. Most issues can be resolved through honest conversations and timely intervention.

- ☐ **Step 1:** Raise your concern with your Line Manager.
- ☐ **Step 2:** If unresolved or the concern involves your Line Manager, escalate it to People Operations (HR).
- ☐ **Step 3:** Where necessary, the matter will be reviewed by Executive Management, whose decision shall be final.
- ☐ All grievances are handled fairly, confidentially, and without retaliation against employees who raise concerns in good faith.

19.2. Business & Operational Escalation

This process provides a clear channel for raising and resolving business, operational, service, or work-related matters that require attention beyond an employee's immediate responsibilities. It is separate from the Employee Grievance process, which applies to employee-related concerns, complaints, and workplace grievances.

19.3. Standard Escalation Path

Where an issue cannot be resolved at the employee's level, it should generally be escalated through the following structure:

Employee → Line Manager → Functional Head → Executive → CEO → Board

Employees should first attempt to resolve matters at the lowest appropriate level before escalating further, unless the nature or urgency of the matter requires immediate escalation.

Each level is expected to assess the issue, take appropriate action, and escalate further where the matter cannot be adequately resolved within its authority or requires a higher-level decision.

19.4. Exceptions

The standard escalation path does not apply where following the normal reporting line could create a conflict of interest, delay appropriate action, compromise confidentiality, or expose an employee or the Company to risk.

Matters relating to **security, ethics, fraud, misconduct, compliance, or People/HR concerns** may be escalated directly to the appropriate designated function or senior authority in accordance with the relevant Company policy.

Urgent matters involving significant operational, financial, legal, security, reputational, or safety risks should be escalated immediately, regardless of the employee's position within the reporting structure.

Employees will not be penalised for making a good-faith escalation of a legitimate business or operational concern.

20. Disciplinary Process

Peerless adopts a fair and corrective approach to discipline. Depending on the nature and severity of the misconduct, disciplinary action may include:

- ☐ Verbal Warning
- ☐ Caution
- ☐ Written Warning
- ☐ Suspension
- ☐ Termination

Employees will be given the opportunity to respond before disciplinary action is taken. Serious misconduct, including fraud, theft, harassment, violence, or breaches of confidentiality, may result in immediate suspension or termination following due review process.

21. Company Property

Employees are entrusted with Company assets and are expected to use them responsibly, professionally, and only for authorized business purposes.

Company property including laptops, mobile devices, equipment, software, access cards, documents, and any other resources issued by Peerless remains the property of the Company at all times. Employees are responsible for safeguarding these assets against loss, damage, theft, or misuse and must promptly report any incident involving Company property.

All Company assets must be returned in good condition as part of the employee exit clearance process.

22. Visitors & Physical Access

- ☐ All visitors must register and comply with Peerless visitor procedures.
- ☐ Visitors must remain in authorised areas and be accompanied where required.
- ☐ Employees are responsible for their guests and must not allow unauthorised access to restricted areas.
- ☐ Access cards, keys, and credentials must not be shared or used by another person.
- ☐ Tailgating or bypassing access controls is prohibited.
- ☐ Lost or stolen access cards must be reported immediately.
- ☐ Client visitors must comply with applicable Peerless and client security requirements.

Unauthorised access or deliberate bypass of security controls may result in disciplinary action.

23. Separation & Exit

23.1. Resignation

Employees wishing to resign initiate an exit request on the HRIS and upload a signed resignation for their Line Manager's approval before the request gets to the People Operations team, with a specified exit date in accordance with the notice period stated in their employment contract. Any variation to the required notice period will attract a cash in lieu of notice period which will be debited from employee's last pay check.

23.2. Knowledge Transfer

Before leaving the Company, employees are required to complete a comprehensive handover of ongoing responsibilities, projects, documentation, and relevant business knowledge to ensure continuity of operations.

23.3. Exit Interview

Employees may be invited to participate in an exit interview conducted by the People Operations team. Feedback shared during this process will be treated confidentially and used to improve overall employee experience.

23.4. Exit Clearance

Before an employee's final working day, all exit clearance requirements must be completed, including:

- ☐ Return of all Company-issued assets and equipment.
- ☐ Return of Employee ID card, all physical and digital Company information and documents.



- ☐ Deactivation of all Company systems, accounts, and access privileges.
- ☐ Clearance approvals from People Operations, IT, Finance, and the employee's Line Manager.

Final salary processing are subject to the successful completion of the exit clearance process.

24. Employee Acknowledgement

I acknowledge that I have received, read, understood, and agree to comply with the Peerless Employee Handbook and all policies, procedures, and guidelines referenced within it.

I understand that:

- ☐ I am responsible for demonstrating the behaviours and values that make up the Peerless DNA.
- ☐ I will uphold the highest standards of professionalism, integrity, confidentiality, and ethical conduct.
- ☐ I will protect Company information, intellectual property, and assets entrusted to me.
- ☐ I will comply with all Company policies, security requirements, and applicable laws.
- ☐ I will raise concerns through the appropriate channels in good faith.
- ☐ Failure to comply with the provisions of this Handbook may result in disciplinary action, up to and including termination of employment.

I understand that this Handbook is intended as a guide to Company policies and practices and does not constitute a contract of employment. Peerless reserves the right to amend, update, or withdraw any policy contained in this Handbook at any time in line with business needs and applicable laws. Where material changes are made, employees will be notified accordingly.

Employee Name: _____

Department: _____

Signature: _____

Date: _____