

INNS PAPER

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001.
Augustine Hamwela
Executive Partner

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Dear Clients and Partners,

As we mark our fourth year of providing specialised corporate advisory and commercial litigation services, we remain committed to delivering strategic legal solutions that empower your business success. In this edition, we focus on pivotal developments that impact our clients across the mining, banking and telecommunications sectors – and we also take a moment to highlight the people behind the scenes who make it all possible.

At August Hill & Associates, we firmly believe in sharing our knowledge to empower our clients. We understand the dynamic nature of the legal landscape and as such, we continue to invest in staying informed of best practices, recent developments and evolving industry standards. This ongoing commitment ensures that we are equipped to offer the most effective and relevant legal advice, tailored to your unique needs.

In the following articles, we share some of the insights and knowledge we've gathered over the years to help you navigate the complexities of the ever-changing business environment. We look forward to continuing our partnership and supporting your success.

I hope you enjoy reading this as much as we did preparing it for you.

Best regards

Augustine Hamwela
Executive Partner



002. INNS PAPER

Legal Universe

Recent Judicial
Pronouncements

1. Star Drilling and Exploration Ltd v National Technologies Ltd & Others [2025] ZMSC 7

This case turned on the enforcement of arbitral awards and whether the corporate veil could be pierced to hold directors and shareholders personally liable.

The appellant, Star Drilling, obtained an arbitral award against National Technologies Ltd. When the respondent company failed to satisfy the award due to a lack of assets, Star Drilling sought to extend liability to its directors and shareholders (the second to twelfth respondents) by piercing the corporate veil.

The Supreme Court affirmed that enforcement of an arbitral award is strictly procedural. Courts may only issue writs of execution - they may not create new liabilities. While the corporate veil may be pierced in cases of fraud or evasion (as set out in the case of *Salomon v Salomon*), such action must be brought separately as a substantive claim.

Takeaway: Courts may not, through enforcement proceedings, extend the scope of an arbitral award to non-parties. Judicial intervention in arbitration is limited and the lifting of the corporate veil is not a permissible enforcement tool under Zambian procedural law.

2. Peter Mutale v Davis Mukumbwa (Appeal No. 24/2024) [2025] ZMCA 10

This appeal dealt with the admissibility of affidavits executed outside Zambia and proper service of court process.

Mr Mutale's affidavit, sworn in South Africa, was rejected for not complying with Section 3 of the Authentication of Documents Act, which requires foreign documents to be authenticated by a recognised official in that jurisdiction. The Court held that this defect rendered the affidavit void and inadmissible.

Further, the Court upheld substituted service at the appellant's Lusaka residence as valid, noting he had entered appearance and had actual notice of the proceedings.

Lastly, the Court struck out certain appeal grounds for being argumentative, reinforcing the need for concise and properly framed pleadings.

Takeaway: Affidavits executed abroad must comply strictly with authentication requirements under Zambian law. Courts will not excuse substantive defects. Additionally, procedural compliance in appeal documentation is essential.

3. Stanbic Bank Zambia Ltd v Brenda Montah [2025] ZMCA

At the heart of this case was whether the bank acted within a valid mandate when it processed two large euro transfers, allegedly based on telephone instructions.

The High Court found that the bank had breached its duty of care and contractual obligations by failing to verify the authenticity of the instructions. The "Release and Indemnity Form" relied upon by the bank was held not to constitute a proper mandate.

The Court of Appeal upheld this ruling. While such forms may provide limited indemnity, they do not substitute for a clear banking mandate or relieve the bank of its duty to act with care and skill, particularly in the face of unusual transactions.

Takeaway: A bank is bound to act within the strict terms of its customer's mandate. Indemnity forms cannot replace this obligation and due diligence is required in all transactions. The burden lies on the bank to prove valid authority in the event of a disputed transaction.

4. Lovemore Gumbo v Standard Chartered Bank Plc (Appeal No. 57/2023) [2025] ZMCA 5

This case explored the legal contours of wrongful dismissal, unfair dismissal, discrimination and standards applicable to senior employees.

The Court found that the employer had followed fair procedures and acted within statutory and internal policy guidelines. The dismissal was therefore neither wrongful nor unfair.

The Court also rejected the appellant's discrimination claim, finding that the penalty imposed was proportionate to the appellant's senior role and misconduct, not due to any protected characteristic.

Takeaway: Employers must follow contractual and statutory procedures when terminating employment. Senior employees are held to higher standards, and courts will not intervene in internal disciplinary matters unless there is clear procedural injustice or statutory breach.

5. Citibank Zambia Ltd v Suhayl Dudhia (Appeal No. 16/2020) [2025] ZMCA 60

Mr Dudhia's dismissal occurred after disciplinary proceedings had begun. The employer terminated the contract by invoking a notice clause before the disciplinary process concluded. The High Court held this was a breach of the implied obligation to complete the proceedings once initiated and awarded damages for wrongful dismissal.

The Court of Appeal scrutinised whether invoking a notice clause in this context was permissible and whether the damages awarded were justifiable.

Takeaway: Employers who initiate disciplinary proceedings must see them through. Premature reliance on termination clauses, particularly in the middle of a formal process, may amount to breach of contract. Damages may be awarded even where no statutory breach exists, depending on the employer's conduct and the prejudice suffered.

6. Murekatete Umakile (Next Friend of Turatimana Jean Damaur) [2025/HP/0144]

This case clarified the procedure for changing a minor's name under Zambian law.

The High Court reaffirmed that such changes are administrative, not judicial, and must be processed under the National Registration Act and Births and Deaths Registration Act. A deed poll is unnecessary in these cases. Furthermore, English procedural rules apply only where Zambian law is silent - which was not the case here.

Takeaway: Where Zambian law prescribes a complete administrative procedure, court intervention is neither necessary nor appropriate. Guardians must follow statutory protocols when changing a minor's name, including making a statutory declaration and surrendering the old registration documents.

7. Case to Watch: Occupational Health and Safety Institute v James Mataliro [2025] ZMSC 1

This case raises a question of public importance: can a legal practitioner be in full-time employment as in-house counsel while also engaging in private practice?

The High Court ruled this was impermissible under the Legal Practitioners Practice Rules. The Court of Appeal disagreed, finding no express prohibition. The Supreme Court has granted leave to appeal, recognising the issue's implications for legal regulation, professional ethics, and employment law.

Takeaway: The forthcoming decision will offer critical guidance on the permissible boundaries of legal practice in Zambia and the interpretation of dual professional roles under the current regulatory framework.



003.

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Understanding the Importance of ESG in Corporate Governance

As the global business landscape evolves, Environmental, Social and Governance (ESG) factors have become key drivers of corporate success and sustainability. For Zambian companies, embracing ESG principles is not just a matter of compliance, but a strategic opportunity to enhance long-term resilience, attract investment and strengthen corporate governance.

In an increasingly interconnected world, companies that prioritise ESG standards are better positioned to manage risks, drive innovation and meet the growing expectations of both local and international stakeholders. This article explores the importance of ESG in corporate governance, highlighting why it is imperative that Zambian businesses integrate these practices to remain competitive and thrive in today's dynamic market.

ESG is a framework used to evaluate a company's impact on sustainability and ethical practices. ESG looks at how businesses address environmental concerns, social responsibility and governance issues. This framework is increasingly important in corporate governance as it helps assess risks and opportunities in these areas, influencing investment decisions and company strategies.

The Key Components of ESG

1. Environmental:

This aspect focuses on a company's environmental impact, covering issues such as carbon emissions, energy use, waste management and efforts to combat climate change.

2. Social: It examines how a company interacts with its employees, customers and communities. This includes topics such as human rights, diversity, labor practices and community engagement.

3. Governance: Governance evaluates corporate leadership, transparency, ethical decision-making, shareholder rights and adherence to regulations.

Companies that excel in ESG practices tend to be more resilient, attractive to investors and maintain a positive public image. As ESG concerns grow, various jurisdictions across the globe are promulgating government regulations to ensure companies disclose their ESG actions, risks and progress.

ESG Regulations and Reporting Standards

Sustainability reporting standards are crucial for companies to communicate their ESG performance to stakeholders. These standards help ensure transparency and accountability, though they can be complex.

Recent developments in global sustainability reporting have introduced new standards aimed at simplifying the landscape. At the COP28 Climate Change Conference in 2024, the International Sustainability Standards Board (ISSB) assumed responsibility for climate-related financial reporting, taking over from the Task Force on Climate-Related Disclosures (TCFD). The ISSB introduced two key standards, the General Requirements for Disclosure of Sustainability-related Financial Information (IFRS): S1 and S2.

- IFRS S1 is a general standard covering all sustainability-related risks and opportunities.
- IFRS S2 focuses specifically on climate-related issues.

These standards provide a global baseline for sustainability disclosures. While they are currently voluntary, they may become mandatory in the future for large businesses.

In addition to ISSB standards, the Global Reporting Initiative (GRI), established in 1997, has developed widely recognised guidelines for sustainability reporting.

The GRI framework helps organisations report on their environmental, social and governance impacts, ensuring transparency. Many companies around the world use GRI standards to communicate their sustainability performance.

The GRI's framework is modular, offering:

- **Universal Standards:** Applied to all organisations, focusing on core sustainability issues.
- **Sector Standards:** Guidance for industries with significant environmental or social impacts, such as mining or agriculture.
- **Topic Standards:** Focusing on specific issues such as climate change or human rights.

ESG in Zambia: The Lusaka Stock Exchange Code

In Zambia, the Lusaka Stock Exchange (LuSE) Corporate Governance Code promotes transparency and ethical business practices. The Code encourages listed companies to disclose their ESG activities and integrate them into corporate governance. Some of its key provisions include:

- 1. Integrated Sustainability Reporting:** Encouraging companies to report on their environmental, social and governance practices.
- 2. Risk Management:** ESG-related risks, such as climate change and ethical business conduct, must be included in corporate risk assessments.
- 3. Stakeholder Communication:** Ensuring transparent communication with stakeholders about ESG efforts.
- 4. Board Responsibilities:** Boards should oversee ESG initiatives to ensure they align with sustainability goals and ethical governance.

While primarily aimed at listed entities, non-listed companies are encouraged to adopt these principles as a matter of best practice, good corporate citizenry, and to be future-ready.

The Future of ESG in Corporate Governance

The future of ESG in corporate governance is being shaped by stricter global regulations, growing investor demands and a shift in corporate priorities. Regulatory bodies like the European Union and Security Exchange Commissions are enforcing detailed ESG disclosures, pushing companies to embed ESG into core business strategies as a tool for risk management. Stakeholders increasingly expect transparency and measurable progress, leading to strengthened board oversight and ethical governance. Despite political debate, ESG-driven investment continues to grow, with projections reaching up to \$50 trillion by 2030. While the term "ESG" may evolve, its foundational principles - sustainability, resilience and long-term risk management - will remain central to responsible business practices.

To a Sustainable Future

ESG is no longer a fringe concept but a core component of modern corporate governance. As ESG regulations tighten, all businesses must adapt by embracing sustainable practices and transparent reporting. Companies that align their strategies with ESG principles will be better positioned to manage risks, attract investors and maintain a positive reputation. The future of corporate governance will rely heavily on ESG integration, making it an essential focus for companies today and in the years to come.



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Legislative Changes 2025

In 2025, Zambia enacted three critical pieces of legislation to address the evolving challenges of the digital and resource-based economy. The Cyber Crimes Act No. 4 of 2025 and the Cyber Security Act No. 3 of 2025 were introduced to safeguard citizens, organisations and national infrastructure against the rising threats of cybercrime and digital insecurity. These laws provide a robust framework for regulating cyber activity and protecting critical systems in an increasingly connected world.

Complementing these digital reforms, the Geological and Minerals Development Act, 2025 was also passed with the stated aim to modernise the governance of Zambia's mining sector. It aims to enhance transparency, promote sustainable resource management and align the sector with global best practices. Together, these legislative developments reflect Zambia's strategic commitment to digital security and responsible mineral development in a rapidly changing environment.

The Cyber Crimes Act No. 4 of 2025

This Act primarily focuses on criminalising digital offences, offering a clear legal stance on various cyber-related crimes. It outlines a broad range of conduct considered illegal, including unauthorised access to computer systems, identity theft and cyberstalking, as well as the circulation of harmful or malicious digital content. The Act aims to deter these activities through defined penalties, providing law enforcement with the necessary tools to investigate and prosecute offenders effectively. A critical aspect of this law is the protection of sensitive national infrastructure, making it an offence to disclose or possess information related to critical systems, particularly those affecting national security or public health.

Additionally, the Act takes a firm stand against misleading digital communications, criminalising the transmission of deceptive messages, including false header information, with penalties extending to seven years of imprisonment. It also addresses the issue of online harassment, specifically targeting the dissemination of false, obscene or defamatory content with the intention of intimidating or harming individuals. Perhaps one of the most severe provisions of the Act is the treatment of cyberterrorism and hate speech as particularly grave offences, with the incitement of ethnic division punishable by life imprisonment.

The Cyber Security Act No. 3 of 2025

This Act focuses on fortifying Zambia's digital infrastructure, ensuring that systems vital to the nation's security are protected and resilient. This Act led to the creation of the Zambia Cyber Security Agency (ZCSA), an entity operating directly under the Office of the President. ZCSA is tasked with coordinating national cybersecurity policy, responding to incidents and offering guidance to both the government and private sector on how to maintain robust digital safety standards.

This Act also sets out the framework for licensing and regulating cybersecurity service providers, ensuring they adhere to strict operational standards that maintain accountability and the highest levels of quality.

One of the key aims of the Cyber Security Act is to establish a comprehensive response to cyber incidents, creating national and sector-specific teams that can act quickly and effectively in the event of a breach. Furthermore, the Act promotes the lawful interception of digital communications under judicial oversight, striving to strike a delicate balance between national security and individual rights. The Act also makes significant strides in raising awareness around cybersecurity, focusing on education, research and capacity-building to foster a knowledgeable and resilient digital ecosystem.

Both Acts come under the oversight of different authorities. The Ministry of Home Affairs and Internal Security is tasked with enforcing the Cyber Crimes Act, ensuring that cybercriminals are held accountable and that investigations are conducted with integrity. On the other hand, ZCSA is responsible for managing and mitigating cybersecurity risks, ensuring that Zambia's digital landscape remains safe and secure for all stakeholders.

In summary, the Cyber Crimes Act No. 4 of 2025 and the Cyber Security Act No. 3 of 2025 together form a robust legal and regulatory framework that addresses the various facets of cybercrime and digital security. These laws ensure that Zambia is well-equipped to handle the complexities of the digital age, with clear directives for both criminal accountability and the protection of vital digital infrastructure.

Geological and Minerals Development Act, 2025

The Geological and Minerals Development Act, 2025, represents a significant step in modernising Zambia's approach to geological research, mineral exploration and the sustainable development of its mineral wealth. With a focus on integrating artisanal and small-scale mining (ASM) into the formal economy, the Act seeks to establish a robust legal framework that addresses both the present and future needs of the mining sector.

Empowering Geological Surveying and Data Management

At the heart of the Act is the empowerment of the Director of Geological Survey to lead nationwide geological studies, supported by the creation of a central geoscientific database. This database will provide crucial guidance for investment decisions and policymaking, offering a reliable source of information for the country's mineral resources. The Act allows for geological surveys to be conducted on land, ensuring that landowner rights are respected through proper notice procedures. This provision is designed to facilitate a greater understanding of Zambia's mineral potential and attract responsible investments.

Supporting Artisanal and Small-Scale Mining (ASM)

A cornerstone of the Act is its commitment to the formalisation and support of the ASM sector, which has long been a key player in Zambia's mining landscape. By establishing an ASM Fund, the Act provides essential financial support, including grants and loans, to help small-scale miners formalise their operations. This initiative not only helps miners gain access to much-needed resources but also promotes environmental compliance and capacity-building within the sector, ensuring that the industry operates in a more sustainable and regulated manner.

Strengthening Institutional Roles and Compliance

The Act also clarifies institutional roles within the Ministry of Mines, ensuring that there are dedicated officers responsible for managing geological surveying, value addition and compliance enforcement. These clear mandates are designed to streamline operations and improve the governance of Zambia's mineral resources. Officials are granted legal immunity when acting in good faith under the provisions of the Act, ensuring that the implementation of policies is effective and in line with the best interests of the country.

A key provision of the Act addresses the issue of information security. The Act prohibits the unauthorised disclosure of sensitive geological and mineral information, with penalties in place for any breach. This provision ensures that confidential data is protected, safeguarding Zambia's interests as a mineral-rich country.

Finally, the Act grants the Minister of Mines the power to issue regulations to facilitate the implementation of the Act and to ensure that Zambia's mining industry remains aligned with evolving global standards. This flexibility will help to keep the legislation relevant as the sector grows and adapts to new challenges and opportunities.

Final thoughts

Overall, the Geological and Minerals Development Act, 2025, is a forward-thinking piece of legislation that aims to enhance Zambia's geoscientific capacity, improve the transparency and formalisation of the Artisanal and Small-Scale Mining sector and streamline the governance of its mineral resources. It marks a vital step towards ensuring that Zambia's mineral wealth contributes to sustainable economic and social development.



005.

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Developing a Regulatory Compliance Framework: A Key to Legal and Business Success

In today's fast-paced, heavily regulated business environment, having a robust regulatory compliance framework is no longer optional; it is essential for companies of all sizes. Whether you are a small startup or an established corporation, regulatory compliance ensures that your operations are aligned with the relevant laws, regulations and ethical standards. But what exactly is a regulatory compliance framework, why is it crucial for your business and how do you develop one?

What is a Regulatory Compliance Framework?

A regulatory compliance framework is a structured approach that helps organisations manage their obligations to comply with applicable laws, regulations and internal policies. It provides a systematic way to monitor and ensure that your business operates within the boundaries set by local, national and international laws. This framework typically includes policies, procedures, risk management protocols, monitoring tools and training and reporting mechanisms. It is designed to help businesses prevent violations, minimise legal and regulatory risks and maintain a positive reputation.

Why is It Important to Have One?

1. Legal Protection:

One of the primary reasons to develop a compliance framework is to avoid legal and regulatory risks. Non-compliance with laws and regulations can result in significant penalties, lawsuits or even the loss of operating licenses. A solid compliance framework helps identify and address potential legal issues before they escalate.

2. Business Reputation and Trust:

Maintaining compliance builds trust with customers, partners and stakeholders. Companies that demonstrate a commitment to ethical practices and legal adherence enhance their reputation, which can positively influence customer loyalty and investor confidence.

3. Operational Efficiency:

A well-developed framework streamlines processes, making it easier for your organisation to stay compliant while focusing on core business operations. By setting clear standards, compliance frameworks prevent confusion, reduce inefficiencies and ensure consistency in decision-making.

4. Risk Management:

Regulatory compliance is an integral part of any business's risk management strategy. A framework allows businesses to proactively identify, assess and mitigate risks before they become significant threats. It also ensures that appropriate actions are taken in response to compliance issues, minimising their impact.

How to Develop a Regulatory Compliance Framework

1. Identify Applicable Laws and Regulations:

The first step in developing a compliance framework is to understand the laws and regulations that apply to your industry. These can include local laws, national regulations, international standards and industry-specific rules. Businesses must comply with a range of laws that promote accountability, transparency and data protection. These include the **Data Protection Act, 2021**, the **Companies Act No. 10 of 2017**, which governs corporate operations and governance, and the **Financial Intelligence Centre Act No. 46 of 2010**, which imposes anti-money laundering and counter-terrorism financing obligations.

2. Conduct a Risk Assessment:

Evaluate the potential risks your business faces in terms of non-compliance. Assess factors such as the regulatory environment, the complexity of laws in your industry and areas where your business is most vulnerable to violations. This process helps you identify key risk areas and prioritise compliance efforts accordingly.

3. Develop Policies and Procedures:

Once you understand the relevant regulations and risks, develop clear policies and procedures for ensuring compliance. These should outline how your organisation will meet its legal obligations, assign responsibilities for compliance tasks and establish protocols for monitoring and reporting non-compliance.

4. Implement Training and Awareness Programs:

Educating your employees about the importance of compliance and how to follow company policies is vital. Regular training programs ensure that staff are aware of their responsibilities, the potential risks and the consequences of non-compliance.

5. Set Up Monitoring and Reporting Mechanisms:

Regular monitoring is essential to ensure that the compliance framework is effective. This could include periodic audits, compliance checks and continuous monitoring tools to track adherence to regulations. A reporting system that allows employees to raise concerns about potential compliance issues is also key for early intervention.

6. Review and Improve Regularly:

Laws and regulations evolve and so must your compliance framework. Set up a process to review and update your policies and procedures regularly to reflect new legal requirements, industry best practices and any changes to your business operations. Continually improving your compliance framework ensures that it remains effective over time.

Final Thoughts

In an increasingly complex legal landscape, regulatory compliance is more than just a legal obligation; it is a strategic approach to managing risks, building trust and safeguarding your business's future. By developing and maintaining a comprehensive compliance framework, you ensure that your business not only avoids legal pitfalls but also thrives in a competitive and highly regulated market. As regulations continue to evolve, having a compliance framework will help your company remain adaptable, efficient and legally sound.



006.

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Understanding Redundancy: A Guide for Employers and Employees

Redundancy. It's a word that often brings uncertainty and anxiety - but it doesn't have to. When handled correctly, redundancy can be a necessary, lawful process that protects the rights of both employers and employees. In Zambia, the legal framework for redundancy is outlined in the Employment Code Act (ECA) No. 3 of 2019, specifically under Section 55, which provides guidance on when and how redundancy should be managed.

Whether you're an employer considering a restructure or an employee facing potential job loss, it's vital to understand your rights and obligations under the law.

What Is Redundancy?

Redundancy, as defined in Zambian labour law, occurs when an employee's role is no longer needed by the employer for reasons, such as:

- The employer ceasing or intending to cease operations;
- A reduction in the need for employees to do a particular kind of work;
- Significant changes to the terms and conditions of employment, made without the employee's consent.

The Supreme Court of Zambia reaffirmed this in the case of *Fridah Kabaso Phiri v Davies Tembo* (SCZ Appeal No. 04/2012), stating that redundancy occurs when a position is no longer required and must be abolished. This legal interpretation is important because not every termination due to financial difficulty qualifies as redundancy. For instance, in *Mupila v Yu Wei* [2022] ZMIC 3, the court clarified that operational terminations do not constitute redundancy unless the conditions set out in Section 55(1) of the ECA are strictly met.

Key Legal Requirements for Employers

Employers must approach redundancy with care and full legal compliance. The ECA outlines several procedural steps that must be followed to ensure the process is valid and fair:

1. 30-Day Notice to Employees

Employers are required to provide at least 30 days' notice to the affected employees or their representatives. This notice should include:

- The reasons for the redundancy;
- The number of employees affected;
- The timeline of the redundancy;
- Proposed measures to reduce the adverse effects.

2. Consultation with Employees

During this 30-day period, employers must consult with employees or their representatives in good faith. This includes exploring alternatives to redundancy, such as retraining or redeployment and discussing the proposed redundancy package.

3. Notification to an Authorised Officer

Separately and no less than 60 days before the redundancy takes effect, employers must notify an authorised labour officer. This notice must contain:

- A clear explanation of the reasons for the redundancy;
- The categories and number of employees affected;
- The planned timeline;
- Details of the redundancy compensation.

It is essential to note that both the 30-day employee notice and the 60-day notice to the labour officer must be satisfied - one cannot substitute for the other. Failure to follow both procedures may render the redundancy process unlawful.

What Happens If Employers Fail to Comply?

Section 55 itself does not spell out specific penalties for failing to follow these requirements. However, Section 135 of the ECA provides a general penalty for any breach of the Act where no specific punishment is stipulated. This penalty includes a fine of up to 200,000 penalty units, which currently translates to ZMW 80,000.

Beyond financial implications, non-compliance can also damage an organisation's reputation and lead to litigation, prolonged disputes and significant loss of morale among remaining staff.

What Should Employees Know?

If you're an employee affected by redundancy, it's natural to feel uncertain about the future. However, understanding your rights can help you navigate the process more confidently.

Know Your Entitlements

You are entitled to:

- Formal written notice of redundancy;
- A consultation period;
- A fair and transparent process;
- A redundancy package, which should include severance pay in line with the law and your employment contract.

Seek Clarity

If you're unsure whether your termination qualifies as redundancy, you are within your rights to ask for documentation from your employer. Clarify whether proper notice was given to both you and the labour office. If these steps were not followed, you may have grounds to contest the redundancy.

Legal Recourse

Should you feel your rights were violated or the process was mishandled, you may file a complaint with the Ministry of Labour or seek legal advice from a labour law practitioner.

Best Practice for Employers

Redundancy should always be a last resort. Before taking this step, consider:

- Redeploying staff into other roles;
- Offering flexible working arrangements;
- Providing retraining or upskilling opportunities.

And when redundancy is unavoidable, ensure the process is handled with compassion, transparency and strict adherence to the law. Doing so not only safeguards your organisation legally, but also preserves its integrity and relationship with staff.

Parting Thought

Redundancy isn't just a legal procedure - it's a human process. Behind every role affected is a person navigating change. For employers, this means following the law with diligence and empathy. For employees, it is about knowing your rights and taking proactive steps to protect them.

With clear communication, legal compliance and respect on both sides, redundancy doesn't have to be a bitter end - it can be the beginning of a new chapter.



007.

INNS PAPER

Meet Grazita: The Unsung Hero Behind August Hill & Associates' Seamless Operations

In traditional law firms, the managing or founding partner often serves as the central figure, balancing legal work with recruitment, operations and staff welfare, amongst many other things. This multifaceted role, while essential, can stretch even the most seasoned professionals.

At August Hill & Associates, the complexity of these responsibilities is seamlessly managed by Grazita Dos Santos, the firm's office manager. Her role extends beyond traditional administrative duties; she ensures that all operational components - from compliance and logistics to financial oversight and staff support - function in harmony. Grazita's strategic management allows the firm's legal professionals to focus on delivering exceptional client service, knowing that their interests are taken care of and the business side is in capable hands.

A Day in Grazita's Life

"There's really no typical day," Grazita reflects. In a fast-paced environment like August Hill & Associates, rigid plans often give way to immediate priorities. Over time, she's established routines - such as completing at least three personal tasks daily and setting time blocks during peak periods - to maintain balance amidst the whirlwind.

Grazita's role extends beyond administrative duties; she is the firm's operational core. From managing compliance with regulatory bodies like the Lusaka City Council and PACRA to overseeing the annual audit and collaborating with the finance team, she ensures every facet of the firm functions efficiently.

Bridging Departments and Balancing Priorities

"I work with everyone," Grazita notes, emphasising her central role in facilitating communication across departments. Her efforts help align the team with the firm's goals and deadlines.

Balancing financial responsibilities with staff needs is a delicate task. Grazita acknowledges the challenges, stating, *"It's definitely a challenge - and one I'm still navigating."* She approaches

these situations with honesty and understanding, striving to make decisions that support both the firm's objectives and the well-being of its team.

Skills That Make a Difference

Her success in this role is attributed to a unique skill set: *"People skills, strong communication and resilience."* Grazita navigates the complexities of managing diverse personalities, including strong-willed lawyers, ensuring alignment and motivation within the team. She admits, *"I've probably gotten it wrong more times than I've gotten it right, but I keep trying,"* demonstrating her commitment to continuous improvement.

Attention to detail is paramount in the legal sector. Grazita's diligence ensures that even the smallest tasks are executed flawlessly, mitigating risks associated with documentation errors.

A Journey into the Legal Sector

Initially, Grazita wasn't seeking a position in the legal industry, but upon seizing the opportunity, she found the role deeply fulfilling. One of her proudest achievements was reconciling a supplier's claim, saving the firm thousands - a testament to her meticulous approach and dedication.

Leadership and Personal Growth

As a leader, Grazita values structure and clarity. *"I work best when expectations are clearly defined,"* she explains. She fosters an environment where team members are empowered to take initiative, supported by clear guidance and a shared understanding of goals.

To unwind from the pressures of her role, Grazita engages in activities like dancing, tending to her digital garden in Gardenscapes and spending time with her dogs.

These moments of relaxation help her recharge and maintain balance. Looking ahead, Grazita aims to further her education with a Bachelor's degree in Business Administration. *"Completing it is my top goal,"* she says, eager to expand her skill set and continue supporting the firm in new and better ways.

Defining Success

For Grazita, success transcends financial outcomes or operational efficiency; it's about the human impact of her work - the positive relationships she builds, the support she provides to her team and the environment she helps create. *"Success, to me, would mean being able to support the firm effectively while feeling proud of how I show up for myself and the people around me,"* she reflects.

A Pillar of August Hill

Her role as Office Manager is pivotal in ensuring the firm's smooth operation. Grazita's leadership, skill and dedication are central to August Hill's ongoing success. Through her eyes, the firm is not just about legal expertise; it's about the people who make up the team, the relationships that drive success and the vision she works tirelessly to bring to life.

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