



ENGINEERING THE NATION'S PROGRESS



EMPLOYEE VALUE PROPOSITION

WHO WE ARE



At the heart of every successful project, we blend cutting-edge technology, skilled craftsmanship, and sustainable practices to transform visions into reality. OTESA's journey is marked by a deep commitment to uplifting people and communities. From our modest beginnings, we have always believed that true success is measured not by the structures we build, but by the lives we touch along the way. We are more than just engineers; we are a community committed to making a difference. Rooted in humility, we believe that every project we undertake is an opportunity to empower individuals, to uplift communities, and create lasting value. Our work is driven by a passion for progress that not only changes landscapes but transforms lives, leaving a positive footprint in every corner of Namibia.



Since its inception in 2009, **OTESA Civil Engineering Limited** has established itself as a top-ranking company in Namibia by achieving significant success and growth in the construction industry. Our corporate origins align with Namibia's development as a nation as we work to connect people, cities, villages, and communities through road infrastructure. We are genuinely **Engineering the Nation's Progress**.

Today, OTESA has become one of Namibia's largest local civil engineering construction companies. It has a successful project execution track record. We continue to deliver landmark projects that exceed our clients' expectations, gaining their satisfaction and trust.

We emphasize the continuous development of our employees and the investment in our facilities and equipment. OTESA aims to maintain stable growth by systematically managing risks and pursuing significant opportunities, focusing on local expertise in our core business. Additionally, our board members acknowledge their crucial roles as guardians of the company's resources to ensure financial health and maximize profitability.

On behalf of the Board of Directors, We thank our valued clients, subcontractors, suppliers, and, most importantly, our employees for contributing to OTESA's growth. We are ready for the next decade and aim to create significant and sustainable value for all our stakeholders as a genuinely Namibian company.

Thank you.

Elmo Kaiyamo
Founder & CEO





OUR MISSION

Our core mission is to deliver exceptional value as Namibia's leading provider of EPC solutions.

OUR VISION

Our vision is to improve quality of life through innovative engineering, growing alongside clients and stakeholders to benefit end users everywhere.



OUR CORE VALUES

WHAT WE STAND FOR

OTESA delivers quality, on-time projects through innovation and integrity, building lasting partnerships and improving lives with affordable solutions.

Openess

We share information, provide feedback, and engage in open communication. We believe that through openness comes collaboration, leading to productive discussions even when we disagree. We act with integrity.

Service

We prioritize the needs of customers, employees and stakeholders. We demonstrate service orientated behaviors, and we understand that through service we meet expectations and create value, and we build trust in our Brand.

Teamwork

Through teamwork we build trust, we enable better problem solving, we create synergy (1+1=3), we stimulate personal growth, we create a sense of belonging. We focus on a shared purpose, and we create a competitive advantage.

Accountability

We take responsibility for our actions, decisions and the resulting outcomes. We take ownership of our roles, thereby ensuring that we contribute positively to the Company's success. We meet our commitments, and we are serious about our business. We drive results.

Excellence

We strive for continual improvement. We ensure that our project delivery exceeds expectations, we drive innovation and growth. We achieve excellence, even in the face of difficulties. We believe in setting the trend and standard.



LEADERSHIP ETHIOS

- At OTESA Civil Engineering, our leadership is unwavering in its commitment to creating an environment where our people thrive. We live our values every day, and we speak up when and where needed—expecting the same courage and integrity from every member of our team.
- We believe that strong relationships are the foundation of success. By fostering collaboration and building a **One OTESA mindset**, we unite our teams around a shared vision and a culture of excellence. Our leaders are not separate from the team; we work alongside our people, ensuring that together we achieve more than we could alone.
- We are solution-driven, embracing challenges as opportunities to innovate and grow. Every employee brings unique talents and potential, and we are committed to providing an environment that encourages contribution, growth, development, and belonging.
- Through positivity and recognition, we create a motivating workplace where achievements—both individual and collective—are celebrated. We nurture inclusivity, respect diversity, and cultivate a culture where everyone feels valued and has a true sense of belonging.
- Our leadership promise is clear: **employees are at the heart of OTESA's success**. We will continue to empower, support, and recognize our people, ensuring that together we build not only world-class projects but also a workplace defined by trust, respect, and excellence.

“What really makes the difference is having the right strategy, the right team and the right culture.”

Elmo Kaiyamo - Founder and CEO

EMPLOYEE STATEMENT

At OTESA, our employees are the foundation of everything we build. From the drawing board to the construction site, it is their expertise, dedication, and innovation that transform vision into reality. We believe that every bridge, road, and structure we deliver is a testament to the skill and commitment of our people.

We recognize that our success is not measured only in completed projects, but in the growth, safety, and wellbeing of our workforce. That's why we invest in continuous learning, empower collaboration, and foster a culture where every voice matters.

Our employees are more than team members—they are partners in shaping sustainable infrastructure and driving progress for communities across Namibia and beyond.

At OTESA, we don't just build civil engineering solutions; we build careers, trust, and a shared future. Our employees are our greatest asset, and their passion is the cornerstone of our excellence.



EMPLOYEE STATEMENT

As members of OTESA, we commit to fostering a culture of respect, collaboration, and excellence. We hold ourselves accountable to the following values and behaviors:

Reliability & Presence: We show up on time, remain present, and actively engage in every opportunity to participate.

- **Collaboration & Cooperation:** We work together with openness, offering our support and cooperation to achieve shared goals.
- **Thoughtful Communication:** We take time to listen carefully, contribute meaningfully, and engage in discussions that drive progress.
- **Respect & Open-Mindedness:** We keep an open mind, valuing diverse perspectives and respecting the views of others.
- **Integrity & Trust:** We are honest, transparent, and supportive, building trust through our actions and words.
- **Leadership & Efficiency:** We practice decisive and efficient leadership, ensuring clarity and momentum in our work.
- **Joy in Work:** We believe in having fun while we work, creating an environment that is both productive and enjoyable.

Together, these commitments define how we show up for one another, for our teams, and for the organization. They are the foundation of our shared success.



EMPLOYEE STATEMENT

At OTESA, we recognize that our employees are the cornerstone of our success. We are deeply committed to fostering an environment where every individual feels valued, supported, and empowered to thrive. Our appreciation for employees is reflected in the following commitments:

- **Monetary / Financial Rewards**

- We ensure well-paid and competitive salaries that reflect the value of our people.
- Salaries are paid on time, reinforcing trust and reliability.
- Comprehensive benefits are provided, including medical aid, pension fund and social security.

- **Work Environment**

- We provide a healthy and conducive work environment that promotes productivity and wellbeing.
- Our workplaces are aesthetically pleasing, clean, and well-maintained, ensuring comfort and pride in where we work.

- **Career Growth Opportunities**

- We encourage networking and exposure to broaden professional horizons.
- Employees benefit from capacity building and training, including short courses.
- We support learning through internships and knowledge-sharing among colleagues.
- We have clearly defined career paths and growth opportunities.



EMPLOYEE STATEMENT

- **Communication**

- We maintain open communication channels, ensuring transparency, collaboration, and trust.

- **Meaningful Impact on Community and Industry**

- We take pride in our role within the Civil Engineering and Construction Industry.
- Our work contributes directly to National Development Plans (NDP).
- We strive to positively impact communities across Namibia, reinforcing our responsibility as a corporate citizen.

- **Leadership Style and Structure**

- Our leadership is open, inclusive, and responsive, fostering collaboration.
- We embrace a non-authoritative approach, empowering employees to contribute meaningfully.

- **Employee Safety and Wellness**

- We ensure compliance to civil engineering and construction safety regulations
- We provide Personal Protective Equipment (PPE).
- We invest in employee wellness initiatives to support physical, mental, and emotional health.

- **Organisational Culture**

- We nurture a family-like organisational culture where everyone belongs.
- We uphold professionalism, leading to mutual respect, trust, and open communication.
- We celebrate passion for the work and the dedication of our people.
- We embrace diversity, with colleagues from varied backgrounds enriching our workplace.

- **Our Appreciation**

- We appreciate the dedication, passion, and resilience of our employees. Their contributions drive our success, strengthen our industry, and uplift the communities we serve. Together, we commit to building a workplace where appreciation is not just expressed but lived every day.

EMPLOYEE HEALTH, SAFETY AND WELLNESS

OTESA prioritises Health, Safety, and Environment as integral components of its core business functions. We are committed to providing excellent services, ensuring efficiency, competitiveness, and profitability, while safeguarding the environment and protecting both our staff and the public.

We acknowledge our responsibility to the well-being of our employees and the public, both directly and indirectly affected by our operations.

Our goal is to become the most efficient company in terms of safety, health, and environmental standards, ensuring a workplace where health and safety are prioritised, not just as a common-sense measure but as a legal and ethical obligation.

Through adherence to approved codes of practice, guidelines, and safety regulations, we aim to create a secure and healthy working environment, ensuring that all employees and the public are protected from unnecessary hazards.

At OTESA, all employees are responsible and accountable for a safe, and healthy work environment. Employees, subcontractors, and visitors at the workplace are all required to collaborate in achieving the aims and objectives of this policy. Each individual must recognize and uphold their responsibility towards maintaining a safe and healthy working environment.



COMPETITIVE COMPENSATION

OTESA has a remuneration policy in place, to ensure a fair, transparent, and competitive framework for remunerating employees in alignment with OTESA's goals, values, and legal requirements. This policy ensures that remuneration practices attract, retain, and motivate employees while promoting equity and performance.

Remuneration (Total Gross Pay) represents the total value of all payments, both monetary and non-monetary, provided to an employee to compensate for their employment services. This includes cash payments, various allowances and benefits. The agreed remuneration is stipulated in the signed contract of employment.

The TGP Remuneration philosophy allows for discretion to be exercised regarding the structuring of the remuneration package according to individual needs. These benefits may be varied within agreed ranges. The objective is to allow the individual flexibility in selecting benefits from an agreed "menu", which best suits individual circumstances.



REMUNERATION AND BENEFITS

Pension Fund

Employees who form part of the bargaining unit, as defined by the Recognition Agreement between the Construction Industry Federation (CIF) and MANWU, qualifies to join the Namibian Building Workers Pension Fund. Membership is compulsory with a matching contribution of 4% of TGP from both the employer and the employee. The employee may elect to contribute more.

Medical Aid

OTESA offers various medical aid fund options, subject to the rules of the relevant Medical Aid Scheme. Contributions to the Medical Aid Scheme are calculated based on the scheme's contribution tables. OTESA subsidises medical aid contributions, which are included as part of the employee's remuneration package. The amount payable is determined by the plan chosen by the employee.

Leave

OTESA recognises that employees should maintain a healthy, balanced, productive life and therefore management encourages employees to responsibly utilise the various types of leave to rest (annual leave), and/or recuperate (sick and maternity leave) and spend time with their families during times of bereavement (compassionate leave).

OTESA provides leave benefits that compare favourably with local market practices. Types of leave offered:

- Annual Leave
- Sport Leave (National and Provincial)
- Sick leave
- Maternity Leave
- Compassionate / Family Responsibility Leave
- Study Leave



REMUNERATION AND BENEFITS

Subsistence and Travel

OTESA has a framework in place regarding the payment and or utilization of subsistence and travel, and accommodation allowance to compensate employees for expenses incurred in the performance of their work (official duties), while away from their usual place of residence or place regarded as that of residence, either locally or abroad.

Living Away Allowance

OTESA pays a Living Away Allowance to employees who have to stay away from home because of project site location. The allowance is paid to cover food and for the inconvenience of staying away from home.

Service Allowance

OTESA pays a Service Allowance to employees who are defined as part of the bargaining unit. The allowance is based on a factor of hourly wage as defined in the Substantive Agreement between the Construction Industries Federation (CIF) and the Metal and Allied Namibian Workers Union (MANWU).

Acting Allowance

OTESA will pay an Acting Allowance to employees who act in a higher-level position in terms of the Acting Policy. OTESA will pay an Acting Allowance for employees who are officially appointed to act in a higher-level position and have accepted the acting duties in writing, provided the acting period lasts for one month (30 days) or longer, in accordance with the Acting Policy.



CAREER DEVELOPMENT

OTESA's commitment to building goes beyond structures, we are dedicated to building skilled professionals.

We believe that a competent, performing employee is an asset, which appreciates in value for the organisation and should be retained. It is our people that provide us with the competitive edge and therefore, we commit to continuously develop our employees aligned to our organisation's objectives. To ensure all staff is sufficiently supported, to fully integrate into the organisation, and for both employees and OTESA to benefit.

Through the in-house mentorship scheme, the needs of employees are identified, and training programmes are implemented to develop individual growth and performance effectively. These training programmes provides access to ongoing professional development, workshops and certifications.

The OTESA Career Progression Framework provides clear pathways for advancement within the company supported by mentorship programs.

Our Student Attachment and Internship Program (SAIP) is essential to the company's growth strategy to prepare students for a future of change. Through the program, students are exposed to natural working environments where they are challenged to handle real problems and develop effective communication and interpersonal skills. Our program is flexible and largely depends on the type and length of our projects. It is specified and designed to respond to the country's skills development needs. We have partnered with various institutions (NUST, UNAM, Windhoek Vocational Training Centre, Namibia Institute of Mining Technology) and formalised the relationship to enroll students regularly.



CODE OF CONDUCT

OTESA has various policies in place to guide employee conduct, and to ensure an open, respectful and conducive work environment.

Disciplinary Policy

We recognise that the employment relationship is based on mutual trust, respect, dignity, ethical behaviour, and discipline. OTESA strives to promote sound employee relations guided by a fair and just Disciplinary Policy. Every employee has the right to work in an organised, well-controlled, safe, healthy, and disciplined working environment that supports productivity and the general wellness of employees. The purpose of this policy is to clarify the general standards of behaviour and to define the formal disciplinary process and consequences when the standards are not complied with.

Grievance Policy

We strive to promote sound employee relations guided by a fair and just Grievance Procedure. The purpose of the policy is to provide a framework and procedure for official employee concerns to be raised and resolved amicably. The Company is committed to ensuring that employees co-exist harmoniously and that any differences arising in the course of their work are resolved amicably.

Whistle-Blowing Policy

We are committed to fostering a culture of integrity, transparency, and ethical conduct in line with Namibia's legal framework on whistleblowing. This policy provides employees and stakeholders with a secure and confidential channel to report malpractice, fraud, corruption, or any unlawful conduct in the public interest. It aligns with Namibia's Whistleblower Protection Act, reinforcing accountability and ethical governance within the Company.



WORK ENVIRONMENT

OTESA maintains a diverse workforce that reflects the rich tapestry of society. We recognise that diverse perspectives drive innovation, enhance decision-making, and improve organisational performance. We have an inclusive workplace where everyone can thrive, regardless of race, ethnicity, gender, sexual orientation, age, disability, religion, or any other characteristic.

We celebrate and embrace the diversity of our employees and the communities we serve. This commitment encompasses visible and invisible dimensions of diversity, such as race, ethnicity, gender identity, sexual orientation, age, disability, socio-economic status, and cultural background.

We are dedicated to ensuring equal opportunities for all employees and applicants, regardless of their background, by removing barriers to access and fostering equitable practices in recruitment, training, promotions, and compensation.

We have an inclusive workplace culture where all employees feel a sense of belonging and are encouraged to share their perspectives. We believe that a collaborative and respectful environment enhances creativity and productivity.

We have a performance culture supported through the implementation of a holistic performance management process whereby organisation- and individual performance is aligned and continuously monitored, assessed, and relevant support provided to sustain high performance.

We have fun, we participate in social events and celebrate achievements and milestones.



CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is an integral part of the OTESA corporate vision. We ensure that our business values and behavior are aligned to balance the improvement and development of OTESA's business with the quality of life of our workforce, their families, local communities, and society at large.

Our key focus areas:

1. Education, Skills and Capacity Development: Programs to improve education, skills and capacity building, including scholarships, bursaries, apprenticeships and partnerships with educational institutions at all levels.
2. Road Safety and Public Service Programmes: Programs that promote Road Safety and programs that discourage antisocial, harmful or destructive behavior.
3. Innovation, Technology and Green Energy: Programs that support innovation in the areas of science, technology, engineering, green energy, low-cost housing development, basic services, clean water, construction, ICT and SME Development.
4. Community and Health Development: Programs with a regional or National focus that uplift and empower communities in which we operate.
5. Children, Youth and Vulnerable People: Programs to support children, youth, vulnerable, previously/historically disadvantaged people, or marginalized groups.
6. Environmental Protection: Programs with a regional or national focus that protect the environment.
7. Arts & Culture Development: Sponsorships and development to support arts and cultural events and performances and enable achievement through skills sharing and talent enhancement.
8. Sports Development: Sponsorship and development to support individual our group participation in sporting events and enable achievement through skills sharing and talent enhancement.



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