Ultimate **Forests** Company

Human Resources Policy and Procedure Manual

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I. Introduction

This manual defines the human resources policies, procedures, rules, regulations and conditions of employment for company staff, it will contribute towards achieving the overall goals of Ultimate Forests Company ltd by laying down principles, guidelines, and procedures that will ensure the smooth functioning of the Company in-terms of Human Resource and Talent Management. It encourages building of a shared Vision and Mission without living out the core values of COMPANY.

UFCL shall reserve the right to modify, revoke, suspend, terminate, delete, discontinue or change any and/or all practices, procedures, policies and/or benefits in a manner it deems fit at any time

This manual is applicable to all employees of Ultimate Forests Company Limited.; they will be updated from time to time to reflect the socio-economic changes, company's business practices as well as employment regulations in Rwanda. Where clarification of any procedure contained in this Manual is required, it shall be sought from the POL and MD.

1.1 Purpose

The purpose of the Human Resources Policies & Procedures Manual is to;

- Provide and communicate detailed policies and procedures that apply to the management recruitment, retention and exit of every employee of The Ultimate Forests Company Limited.
- The procedures described in the Manual are designed to achieve suitable internal controls in the processing and recording of human resources related transactions.
- Guide the Management of UFCL Employee manual with integrity and fairness while dealing with the employees, stakeholders and the public.
- Guide the recruitment, selection and employment of the most qualified and talented personnel and provide equal employment opportunities regardless of sex, color, race, tribe or nationality.
- Provide information on the rights, responsibilities and obligations between UFCL as the employer and the employees as a staff.
- Promote discussions between employees and their supervisors regarding performance issues to enhance individual as well as organizational performance.
- The concerned staff are required to read and use this Manual as a guide to all Human Resources policies and procedures for employees.

Accessibility to the Manual

- All the employees of the UFCL shall have access to the Employee Manual through soft copies from their immediate supervisors.

- The Human Resource department will ensure that all staff members sign to the declarations to this manual during the induction sessions in the first week of service. The signed declaration form for each employee will be filed on respective personnel files.
- All the employees of the UFCL shall commit themselves to understanding of the provisions of this Manual by signing the declaration form one week after commencement of duty or on receiving a copy of the manual in case of the already existing employees by the time this manual comes into effect.

1.2 Code Commitments

Equal Opportunity

The ULTIMATE FORESTS COMPANY is an equal opportunity employer, committed to ensuring that our diverse workplace is free from discrimination. As such, The ULTIMATE FORESTS COMPANY will recruit, train and accordance with applicable laws and without regard to such personal characteristics as race, color, religion, language, age, gender, national origin, disability, sexual orientation, marital status, culture or HIV status.

Harassment

The ULTIMATE FORESTS COMPANY will not tolerate any form of harassment. Discriminatory harassment unfairly harms people by targeting personal characteristics such as race, colour, religion, age, gender, national origin, disability, sexual orientation, culture or marital status. Sexual harassment is one form of discriminatory harassment, and refers specifically to sexual behaviour that is received as unwelcome and personally offensive. Non-discriminatory harassment, such as belittling others and making inappropriate comments, also undermine the dignity and respect due to everyone. Sometimes harassment can be unintentional – in such cases a firm, but polite request might be all that is needed Employees should apply discretion, but should not hesitate to report any form of unwelcome behaviour.

Misuse of substances

Misuse of alcohol, drugs, medication or other substances can diminish job performance, and can compromise the safety of yourself and others. Employees should not work in an impaired state or allow substances to interfere with their own safety or productivity, or that of those around them.

Work Environment

The ULTIMATE FORESTS COMPANY takes all reasonable measures to provide employees with a safe and secure work environment at all times, and understands that this is fundamental to the company's success. The ULTIMATE FORESTS COMPANY directors, employees and associates are responsible for complying with applicable health and safety rules. Each person should take appropriate measures to protect his or her physical security, such as adhering to local building access security procedures, promptly reporting any job-relating injury or illness, and following security guidelines when travelling. Moreover, violence or threats of violence by any director or employee against any other individual will not be tolerated and could lead to disciplinary action.

1.3 Our Organization

The ULTIMATE FORESTS COMPANY is committed to:

- Exercising care in the use of its assets and resources;
- Applying appropriate and proportionate ULTIMATE FORESTS COMPANY procedures and policies;
- Remaining vigilant in the application of risk management and other applicable policies, including anti-corruption and anti-bribery policies;
- Preserving The ULTIMATE FORESTS COMPANY brand and reputation by avoiding actions that would discredit the organisation.

1.4 Care in the use of Assets and Resources

The ULTIMATE FORESTS COMPANY growth and success depends on our ability to safeguard physical and intellectual assets.

Such assets, with few exceptions, remain the property of The ULTIMATE FORESTS COMPANY when used or developed in the course of conducting business. The occasional personal use of assets is allowed but should never be excessive and should never impact negatively on an individual's ability to perform at work or impair the value of the asset. It is important to protect intellectual property through measures that safeguard confidential information, as well as by securing copyrights and trademarks. In addition, ULTIMATE FORESTS COMPANY will respect rights of others (including customers, competitors, suppliers and alliance partners) by not acquiring or using their property inappropriately. This underscores their responsibility for preserving The Ultimate Forests Company's brand and reputation by avoiding actions that would discredit The Ultimate Forests Company.

a. Application of ULTIMATE FORESTS COMPANY Procedures Management Policies

The New effective policies and procedures for application in our operations. These policies and procedures are codified in The Ultimate Forests Company's functional manuals as communicated from time to time.

Effective risk management is also crucial to The Ultimate Forests Company's success. Risk management policies are as advised through the Finance Manager. All ULTIMATE FORESTS COMPANY Department leads are responsible for regularly monitoring compliance with this Code, ULTIMATE FORESTS COMPANY procedures and risk management policies and will make ongoing assessments as to their effectiveness. Any amendments will be communicated to all ULTIMATE FORESTS COMPANY directors, employees and associates as soon as possible.

b. Electronic Communication and Security

Vigilant application of risk management polices includes protecting and maintaining the confidentiality, integrity, and security of The Ultimate Forests Company's electronic information by upholding applicable policies and procedures for guarding information technology. Due care and professional judgement are also important when sending confidential or sensitive information through e-mail or internet applications. Additionally, the ULTIMATE FORESTS COMPANY policies as contained in the Policies and Procedures Manuals define the kinds of electronic communications and network access that are prohibited.

c. Records Management

The ULTIMATE FORESTS COMPANY directors, employees and associates are responsible for

maintaining business information accurately, appropriately, and in line with risk management and other applicable policies and laws. Such information includes — but is not limited to — regulatory and accounting records, salary records and performance evaluations. All accounts, records, invoices and other documents relating to dealings with third parties, such as suppliers and business contacts should be accurately maintained. This information should be retained in accordance with The Ultimate Forests Company's document retention standards as set out in the Policies and Procedures Manuals and other standards required by law.

1.4.1 Brand and Reputation

The ULTIMATE FORESTS COMPANY reputation is one of the Company's most valuable assets. ULTIMATE FORESTS COMPANY directors, employees and associates are responsible for preserving the company's brand and reputation by avoiding actions that would discredit The ULTIMATE FORESTS COMPANY and by encouraging actions that would promote The Ultimate Forests Company's reputation. All communications to the media about The ULTIMATE FORESTS COMPANY or endorsement of other companies or their products, including companies with which the organization has an alliance should be conducted through the office of the MD.

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1.4.2 Our Company Markets

The ULTIMATE FORESTS COMPANY is committed to:

- Acting lawfully and ethically and encouraging this behaviour in the marketplace.
- Delivering quality products and service to customers in line with our contractual terms.
- Avoiding conflicts of interest or undue influence.
- Preserving business confidentiality and privacy.
- Promoting services honestly and competing fairly.
- Compliance with laws and regulations

The ULTIMATE FORESTS COMPANY endeavours to comply with all applicable laws and regulations in the areas in which we operate. We also expect the same compliance by others. If any ULTIMATE FORESTS COMPANY director, employee or associate learns or suspects that customers or third parties associated with customers have broken local laws or regulations they have a duty to bring that information to the attention of the MD, Finance Manager or channels of communication by which on such breaches as provided in above.

For the purposes of this Code of Conduct, 'third party' means any individual, representatives and officials, politicians and political parties that comes into contact with any ULTIMATE FORESTS

COMPANY directors, employees or associates.

1.4.3 Responding to Legal Investigations

It is The Ultimate Forests Company's policy to cooperate with government and other agencies in their investigations as far as are legally possible. The ULTIMATE FORESTS COMPANY directors, employees or associates who are contacted regarding a current, pending, or contemplated litigation or investigation relating to The ULTIMATE FORESTS COMPANY should immediately contact the MD, Finance Manager or in charge of HR. The ULTIMATE FORESTS COMPANY directors, employees and associates should keep in mind that in these circumstances, the destruction or alteration of documents maybe perceived as interfering with a current, pending or contemplated litigation or investigation and can have severe consequences.

1.4.4 Bribery and Corruption

The ULTIMATE FORESTS COMPANY expects ULTIMATE FORESTS COMPANY directors, employees and associates to act lawfully and ethically. As the ULTIMATE FORESTS COMPANY is a Rwandan incorporated company, it is subject to the anti-corruption provisions of the Rwanda anticorruption laws in respect of its conduct.

Individuals found guilty of offences under the RWANDA anticorruption laws are punishable and the ULTIMATE FORESTS COMPANY cannot held liable to be fined. Furthermore, the impact of any association with bribery and corruption will have a severe reputational effect on the Ultimate Forests Company.

Accordingly, our zero tolerance approach to bribery and corruption is of paramount importance and we take our legal responsibilities very seriously.

a. Bribery and Corruption Continued

It is imperative that the Ultimate Forests Company's zero-tolerance approach to bribery and corruption is communicated to all suppliers, contractors and business partners at the outset of any business and as appropriate thereafter.

Bribes, facilitation payments and 'kickback' payments - ULTIMATE FORESTS COMPANY directors, employees and associates do not offer and will not accept bribes or 'kickback' payments of any kind, in any circumstances. Further, ULTIMATE FORESTS COMPANY directors, employees and associates do not make or instruct others to make and will not accept low value payments to obtain or expedite routine government action by government officials, also known as "facilitation payments". Although these types of payments are not typically part of commercial enterprise in RWANDA, if a "facilitation payment" is requested from any third party please inform the Finance Manager.

If ULTIMATE FORESTS COMPANY director, employee or associate is asked to make a payment on behalf of someone, consideration should always be given with regards as to what the payment is for and whether the amount requested is proportionate to the goods or services provided. Receipts which data the reasons for the payment and the amount of the payment should always be requested and regarding a payment, these should be raised with BOD or confidentially as provided above.

b. Political and Charitable Donations

We do occasionally make contributions to political parties and charitable causes. However, these donations are never made in an attempt to influence any decision or gain a business advantage and are always publicly disclosed and fully documented Political or charitable donations, including with this Code and other company policies. If a difficult situation arises, BOD or Head of HR should immediately be consulted for guidance.

c. Raising concerns regarding Bribery and Corruption

The ULTIMATE FORESTS COMPANY is committed to encouraging openness and transparency.
The ULTIMATE FORESTS COMPANY will support any staff who raises genuine concerns under this Code or any other policy. Ultimate Forests Company directors, employees and associates should raise concerns about any issue or suspicions of violation of this Code at the earliest possible moment and to an appropriate person as set out the "Getting Help" section of this Code.
If any UFCL Staff either a director, employee or associate is concerned but unsure whether Finance Manager or Head of HR. Concerns can be confidential.

1.4.5 Delivery of Quality Service

Everyone is responsible for providing quality products and service to clients. Moreover, they should comply with the contractual terms, as well as applicable legal and Company policies.
Real and perceived conflicts of interest must be avoided. A conflict of interest arises whenever a situation has, or may be perceived to have, an impact on Ultimate Forests Company's director, employee or associate's ability to perform or act objectivity. Personal conflicts of interest may occur, for example, because of personal investments or business interests, employment of family members, or previous employment relationships. The Group requires timely reporting of conflict of interest violations if and when they occur. All conflicts or suspected conflicts of interest need to be addressed to Managing Director who is obligated, where material to the Group, to report these to the applicable board. In cases of uncertainty of whatever degree, it is required that the matters raised with the MD who will rule on whether the facts points to a potential conflict of interest.

1.4.6 Gifts, Hospitality and Expenses

The giving or receiving of gifts, hospitality or expenses is unlikely to be prohibited, if the following requirements are met:

- it is not made with the intention of gaining, retaining or rewarding a business advantage, or in explicit or implicit exchange for favors or benefits;
- it is compliant with relevant local laws;
- it is given in the ULTIMATE FORESTS COMPANY name, not in the individual's name;
- it does not include cash or a cash equivalent (such as gift certificates or
- vouchers);
- It is appropriate in the circumstances. For example, the giving of a gift on a festival or another customary gift giving occasion; the nature of the gift, hospitality or expenses in terms of type and value is appropriate to the relationship and complies with general business practice and local customs;

- ❖ It accords with the policies of the recipient's organisation and the rules to which its employees are subject. If the recipient's organisation has policies that are more restrictive than the Ultimate Forests Company's, the more restrictive rules should be followed; and
- ❖ It is given or received openly, not secretly.
- ❖ Code Commitments
- ❖ Gifts, Hospitality and Expenses

The appropriateness of gifts, hospitality and expense will be assessed on a case by case basis. All gifts, hospitality and expenses must be accurately recorded and fully documented including (i) the purpose of the gifts, hospitality or expenses and
(ii) Who approved such gifts, hospitality or expenses. All records of gifts, hospitality or expenses given and received by third parties must be submitted to the Finance Manager or Head of HR for authorisation prior to them being given or received.

1.4.7 Customer Confidentiality and Privacy

Confidential or private customer information must not be disclosed to outsiders, and due care must be exercised to avoid inadvertent disclosures. The sharing of confidential or private customer information with other ULTIMATE FORESTS COMPANY directors, employees and associates should be conducted only on a need - to - know basis and in compliance with applicable laws and standards.

1.4.8 Honest and Fair Promotion of Products and Services

Marketing, advertising, and business development efforts that promote The ULTIMATE FORESTS COMPANY products and services should be fair, candid and honest and created in a manner that complies with all applicable laws and regulations. The ULTIMATE FORESTS COMPANY Directors, employees and associates should not misrepresent The Ultimate Forests Company's products and services to anyone including customers, potential customers or the public at large. Use of terminology or statements that might be misleading, or lead a reasonable person to have unjustified expectations of favorable results should be avoided.

1.5 Fair Competition

The ULTIMATE FORESTS COMPANY is committed to standards of fair competition. Disparaging The Ultimate Forests Company's competitors or making false or inappropriate statements about their products or services is unethical and will not be tolerated. However, fair and fact-based comparisons on attributes, such as industry experience, technical specifications, product quality, service delivery and customer satisfaction data, may be used to long as they are articulated with care and prudence, and based on publicly available information about competitors and their products and services.
The ULTIMATE FORESTS COMPANY is committed to:

- Acting as a responsible corporate citizen and following high standards of ethical conduct wherever we operate.
- Teaming with other businesses and with charitable organizations' to create

Stronger communities.

- Corporate Social Responsibility

The ULTIMATE FORESTS COMPANY is strongly committed to corporate social responsibility and this forms a pillar of our business strategy. The Ultimate Forests Company's activities can have impacts, both large and small, outside the Group and we continually demonstrate our commitment to supporting the communities of which we are a part. Individually and collectively, The Ultimate Forests Company's directors, employees and associates contribute to strengthening communities, enhancing the environment, and creating a sustainable business future. In addition, The ULTIMATE FORESTS COMPANY supports the respect and protection of internationally proclaimed human rights and the promotion of environmental responsibility.
The ULTIMATE FORESTS COMPANY is committed to: Responsibilities

1.5.1 Individual Responsibilities.

Each ULTIMATE FORESTS COMPANY director, employee and associate is personally responsible for following the legal and ethical standards that apply to his or her job function and level of responsibility. You help fulfil your responsibility to act with integrity when you:

- Surface the issues. Every voice counts. Speak up if something does not seem right.
- Direct your concerns to the appropriate company human resource and offer suggestions for improvements.
- Consult with others. No one is expected to know it all.

The ULTIMATE FORESTS COMPANY director, employee and associate is personally responsible for following the legal and ethical standards that apply to his or her job function and level of responsibility. You help fulfil your responsibility to act with integrity when you:
The ULTIMATE FORESTS COMPANY is committed to: Responsibilities

- Stay informed. Each ULTIMATE FORESTS COMPANY director, employee and associate is expected to be familiar with applicable laws and The ULTIMATE FORESTS COMPANY policies that apply to this or her specific job function and level of responsibility. This includes appropriate training sessions, taking the time to read communications, seeking further information through The ULTIMATE FORESTS COMPANY resources, and consulting with others when necessary.
- Stand firm. No matter how strong the pressure from internal or external sources to perform and meet goals, ULTIMATE FORESTS COMPANY directors, employees and associates should not compromise The ULTIMATE FORESTS COMPANY values or standards to meet those goals.
- Take ownership. The Ultimate Forests Company's reputation for integrity impacts everyone, but it can be damaged by anyone. This means that all ULTIMATE FORESTS COMPANY directors, employees and associates should incorporate the principles of the Code into their daily activities.

1.6 Responsibilities

Management Responsibilities.

It is of particular importance that those with management responsibilities lead by example and act with integrity, making ethical behavior a cornerstone of conduct at The Ultimate Forests Company. If you lead or manage others, you should:

- Be a positive role model by showing what it means to act with integrity.
- Ensure that others have the knowledge and resources they need to adhere to

1.7 The ULTIMATE FORESTS COMPANY standards.

- Promote a working environment and culture where corruption and bribery are not acceptable.
- Set clear, measurable, and challenging goals that promote ethical behaviour.
- Enforce the Ultimate Forests Company's standards consistently and fairly, and promote the compliance with those you lead.
- Respond appropriately to those who raise questions and concerns in good faith.
- Be prepared to be held personally accountable for your own integrity shortcomings.

a. Ethics Checklist

When making a decision or following a directive, ask yourself:

- Is my behaviour consistent with The Ultimate Forests Company's core values and its ethical standards?
- Does my action comply with the spirit and letter of The Ultimate Forests Company policy and applicable law?
- Is my decision being driven by responsible professional judgement?
- Would I feel confident that I could explain my decision if it were made public?
- Be attentive:
- Stay informed about the ethical and legal standards that apply to your job activities.
- Know whom to ask if you are unsure of the right thing to do.
- Speak up if you have a concern.
- Get help if you need it.
- Ensuring Compliance with the Code of Conduct

All Group companies will ensure the consistent application of this Code of conduct. Those who violate the Code of Conduct, regardless of title or position, may be subject to disciplinary action, up to and including termination of employment or directorship.

b. Ensuring Compliance with the Code of Conduct

All Group companies will ensure the consistent application of this Code of conduct. Those who violate the Code of Conduct, regardless of title or position, may be subject to disciplinary action, up to and including termination of employment or directorship.

The following are some examples of conduct that may result in a response by the company:

- Violating laws or The Ultimate Forests Company's standards / Code principles / anti-bribery and anti- corruption policies and procedures.

- Directing or encouraging other to violate laws or The Ultimate Forests Company's standards / Code principles / anti-bribery and anti- corruption policies and procedures.
- Failing to report known or suspected violations of laws or The Ultimate Forests Company's standards/Code principles / anti-bribery and anti- corruption policies and procedures.
- Interfering with, or being uncooperative during, and investigation.
- Retaliating against others for reporting a concern or violation.
- You should also be mindful that violations of laws or The Ultimate Forests Company's standards or anti-bribery and anti-corruption policies and procedures could trigger external legal actions against you, your colleagues, and the Company. Criminal or government enforcement actions can include suspension or revocation of licenses, monetary fines, and criminal.

c. Getting Help

You should consult or seek advice when you are unsure about an or ethical course of action.
This could include situations when:

- Applicable polices seem difficult to interpret
- Relevant laws are complex
- You have limited experience dealing with the subject matter
- Differences of opinion make the course of action unclear
- Potential actions or decisions make you uncomfortable

You are also expected to report potential or suspected violations of The ULTIMATE FORESTS COMPANY policy or applicable laws.
This includes situations when you know or suspect ULTIMATE FORESTS COMPANY directors, employees or associates, customers (or parties associated with customers) suppliers subcontractors, or other third parties associated with the Group are engaged — or may be about to engage — in illegal, unethical activity, corruption or bribery.
There are many avenues available to you for getting help, and you should select the ones you think are most appropriate given the situation. Remember that the ULTIMATE FORESTS COMPANY policy may require consultation in certain situations. Your supervisor, line manager or performance manger is a good place to start, and if required you should contact the Head of HR or the MD or Finance Manager.

d. Reporting Concerns

You should not fear retaliation. The Ultimate Forests Company prohibits retaliation against anyone who, in good faith, reports a possible violation or participates in an investigation, even if sufficient evidence is not found to substantiate the concern.
The ULTIMATE FORESTS COMPANY will take appropriate disciplinary action against any individual engaging in retaliatory conduct.

The Ultimate Forests Company's policy against retaliation does not mean that you can exempt yourself from the consequences of your own improper conduct by self-reporting. However, the ULTIMATE FORESTS COMPANY does encourage self-reporting and, depending on the specific circumstances, may treat self-reporting as a mitigating factor Safety, Health & Environment
The management of The ULTIMATE FORESTS COMPANY recognises the impact that our activities

may have on people and the environment.

Ultimate Forests Company's ambition is to become the premier Pan-African vertically integrated, socially responsible, sustainable timber company providing high returns for its shareholders, employees, customers and community. It aims to lead in the fields of plantation management, profitability, employment, conservation and community development. It has developed a unique triple bottom line business model based on commercial profitability, community development and conservation to enable it to achieve these goals

We strive to implement and maintain, as far as is reasonably practicable, the activities of the company in such a manner, as to prevent harm or damage to persons and property respectfully. Occupational safety, health and protection of the environment will form an integral part of our planning and decision making. We will manage our company, wherever we do business, in an ethical way that strikes an appropriate and well-reasoned balance between economic, social and environmental needs.

The occupational health and safety management system, policies and best operating practices will found in the IMS document management system. It is the responsibility of each employee to familiarize themselves with IMS and the health and safety prescriptions of the Company.

We are committed to:

- Conducting our business with respect and care for people and the environment.
- Responsible utilization of natural resources.
- Continually improving our safety, health and environmental performance.
- Complying, as a minimum, with all applicable legal and other agreed requirements noted.
- Promoting dialogue with stakeholders about safety, health and environmental and cooperate with and support local, regional and national authorities in achieving their environmental goals.

We will achieve these by:

- Ensuring all employees and contractors understand that it is not expected that UFCL will take sole responsibility for health and safety.
- Employees must share in the responsibility for health and safety in the workplace. Both parties must proactively identify dangers and develop control measures to make the workplace safe.
- Implementing safety, health, environmental management systems. In UFCL we employ and live by our Integrated Management System (IMS). The IMS is designed and developed as a complete integrated management system, allowing us to run a streamlined electronic document system efficiently and effectively within the framework of safety, health and certification requirements.
- As far as reasonably practicable, providing appropriate resources required to implement the above by providing facilities at the workplace where consultation, inspection, investigation of incidents, meetings and training can take place with a view to providing a healthy and safe working environment
- Informing and appropriately training all employees and contractors on safety, health and environmental matters

- Responding effectively to safety, health and environmental emergencies involving our activities and products
- Ensure that the health, safety and environmental policy is reviewed at periods not exceeding three years from the effective date or by a date set by the MD.

e. General Working Hours

The Employee's normal hours of employment shall be from 08:00 to 18:00 on Monday to Friday during which one hour may be taken for lunch. Lunch time will be mutually agreed upon between the employer and the employee. Employees shall be required to work such additional hours as may be necessary or appropriate from time to time to enable them to carry out their duties properly. The Employer reserves the right of, if it reasonably requires, increasing, reducing and/or otherwise varying or altering the hours or times of work.

- The office staff are allowed to work flexi hours between 08:00 to 18:00 providing that a full day of 9 hours are worked. The Office Manager / Reception / Cleaning staff must arrive at the office at 08:00 latest.
- Line Management may with approval from the MD and the HR approve alternative working hours for workplaces based on the operational requirements of such workplaces

It is policy that the working of overtime should be avoided. Should it be essential for the operational requirements of the business that overtime must be worked in specific circumstances, such overtime must be pre-approved by the MD on recommendation from the relevant Head of Department.

It is mandatory for every employee to join the Rwandan Social Security Board (RSSB) as required by law. The employee contributes 3% and the Company 5% of salary. Expatriates cannot withdraw any benefits prior to reaching retirement age.
The normal retirement age of employees is at 60 years of age as per Rwandan Law.
The Company may approve further employment contracts for retired employees based on the scarcity of their specific skills within the global labour market. The appointment delegations noted in the recruitment policy would be applicable.
Employees are covered by an in country medical insurance scheme which provides emergency medical benefits. This cover is extended to the member and all direct beneficiaries
All expatriates and senior managers would be appointed with a three-month resignation/notice period. All in country appointments would be subject to a one- month notice period or the notice period as per the Rwandan labour laws. Fixed term contracts would also normally have a one-month notice period.

Either party may pay the other the remuneration equivalent to the stated period of service in lieu of notice. When assessing disciplinary measures in response to improper conduct. Malicious reporting or knowingly making false reports, however, is a violation of the Code and may result in disciplinary measures.
The employee would be liable to complete a period of 12 months' service in return for the relocation benefit received. Should the employee leave the services of the company within 12 months, the costs of the relocation of the employee must be refunded to the Company in full.

f. International Appointments

Single Person: The Company will pay a relocation / settling allowance equal to 50% of one month's salary up to a maximum of $10 000.

Person with spouse and no children: The Company will pay expatriates a relocation / settling allowance equal to 75% of one month's salary.

Person with spouse and children: The Company will pay expatriates a relocation / settling allowance equal to 100% of one month's salary up to a maximum of
$10 000.

This benefit is paid in order to assist the employee and his/her family to move and settle in the host country. The maximum benefit is capped at a value equal to $10,000. The employee would be liable to complete a period of 12 months of service in return for the relocation and settling benefit received. Should the employee leave the services of the company within 12 months, the costs of the relocation and settling allowance of the employee must be refunded to the Company in full.

Expatriates living in or close to the Town/City of operations will arrange their own housing. It is expected that they utilize a portion of their settling allowance to cover for deposits for the renting of accommodation. The total cost of employment package would be negotiated in order to make provision for housing of the individual and his/her family.

Plantation Managers are obliged to live on plantation and will be provided with semi furnished housing for them and their families. Semi furnished means that all the big domestic appliances and furniture will be provided by the Company. The Company will also supply electricity, water, gas, DSTV, internet and sanitation for these houses. If necessary security would also be provided.

In-Country Staff – Employees who work at the head office do not qualify for housing assistance. The salaries offered at employment are deemed to include a full living allowance catering for all living costs of the individual and his/her family.

Community Development Officers are required to organize their own housing in the communities surrounding their plantation.

1.8 ANNUAL LEAVE

UFCL will provide the annual leave in accordance with Rwanda labor law and regulations
As currently stipulate in his art 46 that an employer must provide an employee with an annual leave. Unless otherwise provided in this Law, annual leave cannot be compensated in cash.
Except for provisions of the contract that are more favorable to an employee, annual
Leave equals to one and a half (1½) working days per month of work. Means 18days after completion of one year in service but cannot exceed 21days.

An employee benefits from one (1) additional working day per year of annual paid leave for every three (3) years of experience in the same enterprise. However, annual paid leave, in any case, cannot exceed twenty-one (21) working days of paid annual leave. A newly recruited employee enjoys an annual leave after twelve (12) months of service including the probation period. Official public holidays are not considered as part of the annual paid leave.

a. Interruption of annual leave

UFCL can request back the employee by the line manager or MD as define in Rwanda regulations. Under art.48 of Labor law define that Due to work interests, an employer can require in writing an employee who is on leave to return to work. If an employer requires an employee on annual leave to return to work, the employee do not lose the right to his remaining annual leave, it is resumed within six (6) months.

b. Other leaves

UFCL based on Rwandan labor law will give other leaves as per the law, like maternity leave 12 consecutive weeks, paternity leave 4days, circumstantial leave will depend on each circumstance of death and relationship with the deceased.

The long term sick leave when a sick leave exceeds fifteen (15) days while ascertained by a medical committee composed of three (3) recognized medical doctors, an employer grants an employee a long-term sick leave that cannot exceed six (6) months. An employee on a long-term sick leave is entitled to his/her full salary during the first three (3) months of leave.

c. Prescription of annual leave

Every staff of UFCL will not consume his/her annual leave, it will be prescribe. Under art 50 of the above law the right to request for an annual leave expires in a period of two (2) years counted from the date the employee had right to leave.

d. Expatriate employees:

The Company will provide flights back home to the employee and the family that was brought to the country, including any additional biological child born within country during the time of employment.

Repatriation shall not be provided for situations where the employee is dismissed for misconduct/poor performance as established by the disciplinary committee or where the employer is exempted from providing repatriation by order of a labour officer or a court of law.

The repatriation of these In-Country employees shall cover the following: Provision of transport to employee and the family members originally transported to the place of employment by the employer and any biological child born during the period of employment where a birth certificate and proof of the age of the child being below the duration of the employment period shall be required. The same amount of personal effects which the employee brought with him/her will be allowed to be transported.

e. Dress Code

- In keeping with the requirement to project UFCL in a professional light, it has become increasingly important to dress in a manner that supports this image. Many of our stakeholders (government, financiers, customers, investors) maintain a formal dress code and it is therefore appropriate for us to respect this by ensuring a similarly professional image.
- All internal and external meetings with shareholders, bankers, investors, customers (where appropriate) and government officials will require a dress code to match that of the other party to the meetings. In most cases for gentlemen a suit (or formal jacket and matching trousers), formal shirt, formal shoes and a tie would be appropriate. For ladies, formal office

wear such as formal trousers, formal shirt, closed toe shoes, a conservative dress or skirt will be necessary. Please exercise the necessary judgement by understanding what may be appropriate on a case by case basis if in doubt

f. Guest Houses

In an effort to save on Group Travel costs and have accommodation readily available in-country it is expected that the guest house accommodation available will provide facilities for Bed & Breakfast at an acceptable standard. Employees travelling will then provide for Lunch & Dinner and other sundries from their per diem for the travel.

To facilitate the above all operations must ensure that the administration point of contact assumes full responsibility for the management of the guest house and that the following is readily available when there is a visitor:

KITCHEN

All the primary items for kitchen will be available for the better accommodation.

BEDROOM

- Mosquito nets appropriate size for the bed(essential)
- Insecticide spray + repellent
- Clean bedding (2 sets that it can be changed frequently)
- Proper mattress & pillows (firm & clean)
- Mirror

BATHROOMS

All basic items needed to be used in bathroom will be equipped.

GENERAL

Furniture in a clean and good condition TV + DSTV connection – in working order

Washing and ironing must be done on a daily basis Place to be cleaned daily

Washing done daily Internet connection is most important

1.9 Employee Attraction

1.9.1 Recruitment

Recruitment philosophy

The attraction of motivated, qualified and skilled employees is vital for the growth of The Ultimate Forests Company. Our recruitment and selection process is fair and equitable and complies with all relevant laws and regulations. The Company is an equal opportunity employer and shall promote non-discriminatory practices and the competency criteria of a position are central to all recruitment activities.

The ULTIMATE FORESTS COMPANY offers a range of career paths for technical and professional people and an exciting proposition for young people who are coming into the forestry and related industries. Engagement with the company can also be offered on a permanent, temporary, fixed-term or casual basis. Recruitment will be done either internally through promotion or externally by open invitation to the public, or in specific cases, both.

The Company recognises the strength in diversity, believing that employees from a diverse range of backgrounds bring increased creativity, new attitudes and fresh solutions to business

challenges. Recruitment will take place on a "need to basis" and vacancies will be advertised widely to harness our Pan-African footprint and build a sustainable business which can create value for all stakeholders.
This policy will provide a guideline to the leadership of the business to select the best candidates for vacancies in the Group. It is the responsibility of the MD and its management team to ensure that this policy is carefully followed in their respective business units with the guidance from the Human Resources Department. The HR Department will facilitate the recruitment process as per the requirements of this policy.
The forms used with this policy is too lengthy to quote in the manual. The forms will be distributed separately and will be available on IMS.

1.9.2 Board Recruitment Authority
The Board will conduct selection panel interviews for the following positions: MD, Finance Manager and Company secretary and legal Counsel.

1.9.3 Recruitment and the country labor laws
Specific requirements stipulated by country labor laws will be observed in the recruitment process. It will be the responsibility of the MD in collaboration with the Human Resources Department to ensure that the local team is aware of these requirements.

UFCL recruitment process will start by identify the position, where the work job description must be in place, advertise the position internally or by external adverts, reviewing applications by collecting Cvs, sort applications, invite selected potential candidate with all fulfilment of requirement, schedule interview, conduct them and evaluate the best candidate.

a. The Recruitment and On-Boarding Processes
Before the recruitment process commences, the HR Department would start to follow the On-Boarding process and use the On-Boarding Checklist attached per Annexure A.
To facilitate recruitment activities in a fair and consistent manner, the following recruitment process will be followed in the Company:
Induction and Onboarding

b. General
UFCL believes that all new employees must be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the Company's commitment to ensure that all staff is supported during the period of induction, to the benefit of the employee and Company alike.
The HR Department will lead the induction process with the Line Manager playing a similarly important role.

Aim
It is the aim of the Company to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy,

associated procedures and guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

c. Induction and Onboarding

The Company expects that the implementation of good induction practice by HR and Line Managers will:

- Enable new employees to settle into the Company quickly and become productive and efficient members of staff within a short period of time.
- Ensure that new entrants are highly motivated and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Reduce costs associated with repeated recruitment, training and lost production.

d. The Company's Commitment

The Company Human Resources Department will:

- Issue guidelines to familiarize managers and staff with the induction process.
- Maintain and update the Induction Policy.
- Provide a checklist for managers and staff to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.
- Deal with any problems promptly providing an efficient service for both managers and staff.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant formal training courses necessary to assist the induction process.

e. Induction Checklist

The Induction checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered. Managers/supervisors should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a weekly chat with the new entrant. Arrangements should also be made for the employee to visit any relevant departments with which they have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and placed in the member of staff's personnel file.
The induction checklist would be customized by the HR Department for each induction session.

f. First Day of Employment

Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements should be made to provide desk, equipment and lockers etc.
Most new employees tend to be concerned primarily with two matters:

a) whether they can do the job and
b) How they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available.
Managers/supervisors should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.
A tour of the workplace should be arranged for the new entrant allowing the Company to be viewed as a whole and the recruit to see where he/she fits into the organisation.
The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrant's colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

1.9,4 Induction Programs

Induction programs must be geared to the individual's needs. Some of the more obvious new members of staff requiring special attention are as follows:

a. School Leavers

For most new employees, induction is concerned with getting accustomed to a new job. For school leavers, however, it is about adjusting to a whole new way of life - the world of work. Consequently, school leavers are likely to need more support than other groups. Wherever possible, induction and subsequent training should relate to knowledge and skills which go beyond the employee's own particular job. School leavers will need guidance on wider issues, such as career planning, acquiring qualifications, coping with the routine and discipline of work and managing money.
It would also be helpful for school leavers to be introduced to an approachable person to whom they could take any queries they might have.

b. Graduates

Graduates tend to have a high level knowledge but may not have the skills relevant to the job. They will want to feel that they are making a contribution from early on and to understand the organisation of the Company and their role within it. Also they will want to have a clear picture of future career prospects and to gain broad experience with this in mind. The Organisation should provide the graduate recruit with an adviser - such as a senior manager - who can organise the necessary breadth of experience and offer advice and support in relation to career progression.

c. Managers

Whilst many of the points in the checklist apply equally to all new managerial staff, in most cases individual induction programmes will be necessary. These should be drawn up in consultation with new managers, taking into account their backgrounds and experience and the nature of their new roles. Priority should be given to helping new managers establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time in

other relevant departments to facilitate this process. This will help managers quickly to gain an understanding of the Company's philosophies, strategic plans and business plans.

d. Long-term Unemployed

Previously long-term unemployed people who have been recruited may have been absent from the working environment for some time so it will be helpful to recap on some of the issues relating to school leavers. these should, of course, be adapted to suit older workers, who may need to build up confidence and the induction process can be used to update knowledge of basic office technology (photocopiers, fax machines, telephone systems, etc. as well as computers).

e. Other Groups

Other groups that may need particular consideration include disabled employees and women returning to work after having raised a family.

These groups will also require the induction procedure as women returning to work may, like the long-term unemployed, be out of touch and lacking in confidence.

Disabled employees may have all or a combination of induction needs, but these needs may be compounded by their disabilities. Part of the induction process for disabled employees will involve checking such things as wheelchair access to parts of the workplace, toilets and lifts etc. The necessary reasonable adjustments to the workplace required to accommodate the disabled individual should be completed prior to them commencing, and carried out in discussion with the individual or their adviser.

f. Completing the Induction Process

Induction can be said to end when the individual become fully integrated into the organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new employees the opportunity to ask questions several weeks into employment can be useful, and the induction checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organization follow up after a number of months may be appropriate.

1.10 Employee Development

1.10.1 Probation Management

Introduction

When a new member of staff is appointed there is an expectation and belief that the individual is capable of performing their duties to a satisfactory standard. All newly appointed staff will, unless otherwise agreed with the Group MD, be subject to a period of probation, three (3) months in duration with the possibility of extension for another three (3) month period.

Purpose and Scope

The purpose of probation is to ensure that the performance of the new member of staff (from here on referred to as "probationer") is monitored regularly, problems are resolved at an early

stage, and any inability to meet the requirements of the job is recognized and necessary action taken promptly.
UFCL acknowledges that in addition to the formal processes contained within the policy, informal guidance and support will be given to the probationer during and after the probationary period.
In this policy the following terms are identified:
"Line Manager" as the person to whom a member of staff reports and is directly responsible.
The probationer's Line Manager will normally be responsible for managing their probationary period. However, it is accepted that in some instances the probationer's Line Manager may not have the experience or skills to carry out all stages of the policy. Where this is the case a more senior colleague may become involved during the probationary period, for example, when conducting a meeting to confirm that their probation has been extended or their employment terminated.
It will be important at the start of the probationary period to identify who will be responsible for managing the probationer's probationary period and make it known to all parties.

1.10.2 Procedure: Before Probation Starts
In the offer letter that the probationer receives from the HR Department it will be clearly stated that the contract is initially for the period of probation. The standard probationary period for all staff should be 3 months. It is possible that a probationer's employment may be terminated before the expiry of the probationary period provided the Line Manager can clearly demonstrate that performance problems have been identified, communicated to the probationer and a period of time given to allow performance to improve.
Article 13 of Rwandan Labor law of 2018 "The probation period cannot exceed three (3) months. However after the written evaluation of the employee's performance notified to the employee, the employer can for valid reasons related to the nature of the work, employee's performance and conduct, decide that an employee retakes the probation for a period not exceeding a further three (3) months.

1.10.3 Procedure: Beginning of Probation
Once the probationer is in his/her post it is the responsibility of the Line Manager and the HR Department to confirm with them the following four points:

- The duration of the probation;
- What standards of performance the probationer is supposed to attain over this period – the KPI's;
- How their performance is going to be assessed;
- The result of not meeting the standards required.

This should be done in an initial probationary meeting and the probationer should be given a copy of the information in writing and be asked to sign that they have understood what is being asked of them. The Line Manager has to establish how he/she is going to measure whether the probationer is meeting performance standards. The probationer should know how he/she is being assessed
This process should be as transparent as possible. The Line Manager will expect the probationer to demonstrate the ability to fulfil the core

requirements of their new position. This does not necessarily mean that the probationer has to fulfil the requirements during the 6 month period, but rather must demonstrate the ability to do so.
The KPI's for the probationer will be captured on the forms provided for under the performance management policy.

1.10.4 Procedure: During the probationary period

A member of staff may have met the criteria set out for them but can therefore not finish probation early. The full six months of probation must be completed.
If for some reason the probationer is transferred to a different role during their probationary period, then the Line Manager needs to set up a dialogue with the relevant HR Representative and the new Line Manager to agree how the probationary period will be assessed and any changes deemed necessary. The normal expectation is that a probationer will not be promoted during their probationary period.
During the probation period it is crucial that Line Managers contact the relevant HR Representative immediately if they start to have concerns about the ability of the probationer to successfully complete their probationary period. Straight after this the Line Manager and HR Representative should have a meeting with the probationer to inform them of what the problems are, what improvement is necessary, and what can be done to assist them in meeting the performance level required. The probationer should also receive a copy of the latter points in writing. They may be accompanied by a trade union representative or a work colleague at that meeting. A record of this meeting should be kept by the Line Manager. If the probationer's performance does not improve then it may be necessary to repeat this meeting.
All staff on probationary contracts should be given regular feedback on how they are doing by their Line Manager who should be monitoring their progress closely. At the half-way point of their probationary period the probationer should have formal meetings with their Line Manager where they can discuss his/her own performance. The probationer may be accompanied by a trade union representative or a work colleague at that meeting. A record of this meeting should be kept by the Line Manager and be included in a final report on the probation.

1.10.5 Procedure: The end of the probationary period
The Line Manager in collaboration with his Head of Department and MD will finally assess the performance of the probationer and arrange a last meeting with them if necessary. A meeting will only be compulsory if the individual's probation is to be extended or employment terminated. Should the individual's probation be confirmed a meeting will only be required if either the Line Manager or probationer makes a specific request. Before communicating these conclusions to the probationer the Line Manager should inform his/her Head of Department or equivalent. The assessment should conclude whether:

- The probationer has satisfied the requirements for continued employment and that as a result the employment is confirmed; or
- There is a need for the probationer to continue probation for a set period, normally up to a further three months;

- The probationer has not satisfied the requirements and the employment
- should be terminated.

These conclusions should be communicated to the probationer at the meeting. They should be given a copy of the information in writing. Any of the above processes would be conducted in collaboration with the HR Department.

1.10.6 Staff Development Review

After the probationary period has ended the Line Manager should conduct a Staff Development Review (SDR) with the member of staff. This would enable the agreement of performance standards and KPI's for the following year and assess any further training needs for the member of staff.

The extent of the SDR will depend on the nature of the discussions during the probationary period. If performance standards and training needs for the forthcoming year have been discussed and recorded, then it is possible that an SDR needn't take place.

1.10.7 Termination of Service during probation

The terminations process as stated in the Labour Relations Act must be followed carefully.

1.10.8 Expatriate Country Orientation

The HR Department will compile an orientation programme for expatriates in order to educate then with regards to the in-country local language, culture, history, politics and socio-economic environment. This will include compulsory formal basic language competency training.

II. Employee Development and Training

2.1 General principles and objectives

The general objective of employee training and development is to ensure that throughout their careers, the employees receive training appropriate to their needs at any given time, in consideration of the open appraisal report and set performance standards. Continuous capacity building shall accordingly be an essential element for the realization of individual employee performance targets and the business goals of the Company.

2.2 Training and Development plans

The Company's skills development and training principles shall enhance the creation of individual self-development programmes intended to meet the Company's short, medium and long term business objectives and strategies, and provide equal access to capacity building opportunities to all the Company's employees based on individual needs as identified in their set performance targets and/or their respective open appraisal reports.

The line manager shall champion the preparation of personal development plans via the performance management engagement sessions which shall be used by the Company to prepare the overall capacity building program for the entire Company. The detail of the needs shall be captured on the quarterly performance assessment records.

Capacity building shall also be achieved by conducting on the job training through instruction, practical experience and exchange programs.

2.3 External courses

Pending need and availability, employees will be able to participate in external training programmes that cannot be conducted from within. The line manager is responsible for identifying, recommending and coordinating local and international training courses.

a. Provision of Financial support for training

The guidance on support provision for training and employee development is structured to show the types of learning which the Company will support in line with training needs assessment.

- Full support of the cost paid, all of the required time made available and all other support provided;
- None of the cost paid, special leave made available, no other support provided.

Where learning qualifies for financial support, this might be given for:

- Payment for learning activities (e.g. course fees);
- Travel and subsistence required in connection with the learning activity;
- Payment of fees for registration, examinations, tests, skills assessments and award ceremonies.

b. Study time & leave

As with funding, the time required for training and development and subsequent consolidation of knowledge and skills acquired by the particular employee shall be authorized by the MD on the recommendation by the Line Manager in cognizance with the training and development program of the Company. The Group MD will approve for the Directors.

All leave applications must be co-approved by Head in charge of Personnel, and in the case of Expatriates, must be co- approved by the MD.

III. Employee Retention

3.1 Remuneration

a. Salary determination:

All employees will be made an offer of employment in the Rwandan currency and such offer will culminate into an employment contract which would also indicate the salary in local currency.

b. Payment of Salaries

The monthly pay day shall be the last day of the month for all months. Where the pay day falls, payday shall be the Friday just before the payday that falls on the weekend on a weekend. Where payday falls on a public holiday, the payday shall be on the day right before the public holiday. Salaries are paid monthly in arrears to a bank account net of statutory deductions as per the country's laws in force.

c. Staff loans and advances

No staff loans or advances would be given to staff. Each subsidiary could have an agreement with a bank to provide micro loans to staff as per the Bank's credit requirements. UFCL is willing to give the bank a letter of confirmation of employment for those employees who apply for loans at the Bank. UFCL would not be in a position to sign surety or be put in any position of liability. The

HR Department would file such letters and ensure that the Bank is informed of such employees' termination of service as soon as possible.

3.2 Performance Management

The following are the principles underlying bonus rewards in UFCL:
The following positions in the company are eligible to receive discretionary performance bonuses senior managers. Exclusive right to decide whether or not to allocate a bonus no matter what the circumstances. Bonuses are not a part of employee remuneration packages but are there to allow the company to reward excellence and over performance in a positive environment for the company.

Bonuses for all company employees must be related directly to the financial performance of the company. If the company in which you are employed fails to meet its key financial targets which are defined as sales and costs.
The following are the principles underlying bonus rewards in UFCL:
MDs and managers directly responsible for the key financial targets would not be eligible for any bonus should they not meet these stretch targets. They would not just forfeit the 50% as noted above, they would forfeit 100% of their bonus. Refer to paragraph 19.4 on stretch targets below.
MDs Managers must have at minimum a mid-year performance review and engagement session with all their direct reports. The results must be in writing and copies of the records processed and filed by the HR Department. In case of underperformance some employees may need weekly or monthly performance assessment sessions as per the agreed performance improvement plans.
The quarterly performance management sessions are a stretch target for each line manager / supervisor and this requirement is not negotiable.
Employees who are directly responsible for the P&L of the business unit – such as Country Managers, Finance Managers and Pole Plant Managers - should expect to have KRAs and KPIs heavily weighted to meeting financial targets.
In the event that the company reaches its annual financial targets then employees who have an annual performance bonus will be assessed for a bonus allocation based on your KRA and KPIs, your annual performance review and other factors your line manager will take into account.
All bonuses are to be approved by the Group MD.
Reward will be related to stretch targets and not for merely doing the job the employee is paid to do.
KPI's are to distinguish clearly between expected work performance and stretch targets. These should be weighted appropriately in accordance with the level of importance of the KRA to the business.
It is however important to consider the following factors which will support the successful implementation of this approach in the business:

- It is proven that employees will expend effort to achieve performance goals that they believe will lead to outcomes that they value. This effort will result in the desired performance if the goals and stretch goals are realistic, if employees fully

understand what is expected of them, and if they have the necessary skills and resources.

- A 'stretch goal' means encouraging the employee to try for huge gains in productivity and quality by applying him/herself to achieve these objectives and create additional value.
- The goal setting process is critical and should be supported by proper implementation of a performance management system and sign-off by the Head of Department and MD that the stretch goal creates shareholder value.
- This process must be a joint process between the manager and employee to facilitate employee buy-in, counselling and support. Self-set goals are far more likely to be owned by the employee than those dictated by a manager.
- The scale of measurement is important and should be consistent across the organization, hence this have to form part of this policy
- Goals can effect performance in several ways and the feasibility of the goal is if importance. When goals are difficult but achievable, it will prompt persistence over time but it is critical that the stretch goals remain SMART – specific, measurable, attainable, realistic and timed. If goals are viewed as impossible people will become discouraged and may abandon it.
- Inculcating this culture will require management to be proactive and provide regular, timely and objective feedback on the performance of the individual. Coaching and mentoring of employees on how to achieve the stretch goal is critical in facilitating a culture of support and achievement.
- It is critical to ensure that a balance exists between the expectations, tools, training and budget available for the delivery of the stretch goal and that the employee is convinced that achievement of that goal is possible.

- Once stretch goals are agreed, these milestones are fixed for the financial year and can only change with a review of all KRA's in its entirety and mutual agreement by the employee and the manager that the goalposts have shifted.
- Performance appraisals should not be neglected as the feedback does not only determine the bonus reward, but also forms the basis for career decisions for the individuals and promotion decisions for the company.
- Motivation will increase if employees believe that the pay process is equitable and fair. Hence it is important that the company reviews the positions eligible for bonuses that those performing the same jobs are motivated in the same manner.

3.3 Proposed implementation of this policy:

It is proposed that the following steps will be taken to facilitate buy-in of employees and a change in the mind set on how bonuses will be rewarded:

Proposed implementation of this policy:

It is proposed that the following steps will be taken to facilitate buy-in of employees and a change in the mind set on how bonuses will be rewarded:

a) Review of the list of employees who are eligible for bonuses, especially local plantation managers and pole plant managers to create equitable value in the proposition
b) Proper communication of the policy throughout the group by the Head of HR
c) Ensuring senior managers fully understand the policy and the way to drive this throughout the group
d) Consultation and training of employees on implications of the policy
e) Sign off of policy by employees that it can form part of their employment contract
f) Sign off on KRA's & stretch targets as well as the weighting

3.4 Key result areas and stretch targets

There will be 2 components in each individual's performance targets which are of importance:

A. KRA's: Key Result Areas – outlining the broad responsibilities of the individual as per his job description.
B. KPI's: Detailed Key Performance Indicators – outlining the key targets that have to be achieved in order to support the overall achievement of the KRA's. The minimum standard of operation of the business has to be acknowledged in the process of setting these KPI's (e.g. silviculture audit score minimum of 80%; rejection rate of poles at gate maximum of 3%, etc.) It is important to include a minimum of 3 and a maximum of 5 stretch targets under the KPI's as these will be the bonus earning differentiating factors during the assessment

It is important that the KRA's (Key Result Areas) and adjacent KPI's (Key Performance Indicators) which supports the achievement of the KRA's will:

- Support the strategic Key Result Areas (KRA's) of the company:
  1. Quality
  2. Efficiency and Delivery
- Be weighted appropriately in terms of the importance of these areas for the specific role in the business value chain. It will also be determined which of these KRA's are essential and not negotiable, and failure to achieve these will disqualify an individual from eligibility of a bonus entirely.
- Be signed off by no later than September of the new financial year and any changes and or additions to the specific KPI thereafter have to be mutually agreed by the employee and his/her manager in writing.
- Be carefully defined that accountability is clear and lies only with one individual in the value chain.
- Be managed actively and that any decision outside the individual's level of authority which could impact on the delivery of the KRA (additional staffing outside budget, depreciation, insurance, VAT etc.) which is approved outside the normal process have to be noted by the employee and his manager and the impact thereof on the delivery of the KRA should be clarified. This will include extraordinary budget approvals to achieve additional results to the benefit of the company.

3.5 The importance of stretch targets under the KPI's:

The achievement of stretch targets and general outstanding performance will qualify the

employee for earning a performance bonus. By fulfilling the expectation of a stretch target it is assumed that exceptional value would have been created for shareholders. These stretch targets have to be agreed by the employee and the manager and they should be used judiciously to clearly define expectations of what would be regarded as exceptional performance and they should both be convinced that with hard work the employee would be able to achieve the target. Here it is important to take into consideration those factors that the employee can control and those that he/she cannot control in the delivery of such a stretch target.
It is anticipated that achievement of these stretch targets will support the culture of innovation and continuous improvement in the organisation and that it would enhance teamwork in the development of solutions.

3.6 Performance cycle & eligibility for participation

The performance appraisal and associated scoring must be strictly applicable to the financial year under discussion.

Key Dates:
Guidelines for participation in the cycle:

- Employees who joined the company post 1 January of the year will not participate in the cycle (they will be on probation or just 6 months with the business when the end of year reviews take place). The months worked between 1 Jan and 30 June will be considered for pay out in the next cycle on a pro-rated basis (i.e. 12 months + months worked).
- Employees who are not in employment on the 30th of September will not be eligible for a variable pay out for the year 1 July – 30 June.
- Variable pay will be calculated pro-rata for the year from 1 July – 30 June for those who have joined after 1 July up to 31 December.
- Any employee on a written warning or involved in disciplinary procedures related to misconduct will not be eligible for a bonus payment.

Approvals & Pay-outs

- EXCO bonuses will be processed after approval by the Remuneration Committee.
- Non-Exco bonuses will be processed after approval by the MD and Heads of Departments.
- Variable pay is calculated pro-rated on the basis of the % indicated in the individual employee's contract.
- No ad-hoc bonuses or pay outs will be approved during the year outside of the normal performance cycle except if there is a special business requirement, in which case the Remuneration Committee will approve such a pay-out.

3.7 Appeals
In the event that there is an appeal by an employee regarding his/her performance rating the employee will be able to lodge a request for a formal review which will be conducted by the

Head of the Department, Head of Human Resources and one other Head of Department to provide a platform for an objective discussion. Such an appeal will have to be lodged and processed before the 30th of September.

3.8 Input to Personal Development Plan (PDP)

The gaps between actual performance and the expected level of performance shall be reviewed by the employee and immediate superior from the perspective of identifying opportunities for training and skills development.

Where such opportunities are identified, they shall be documented and submitted to the Human Resources Department at the end of any quarterly performance discussion. HR will discuss with the management team in order to determine priorities as per budgets.

The collection of all inputs to PDP's will be discussed at pre-budgetary discussions in February and March each year for possible inclusion of agreed priorities into the annual training plan and budget.

3.9 Input to Succession Plan

A critical component of Performance Management is the identification of good performers who are both ready to advance within the organisation, and also need to be given a career path / career development / job enrichment process in order to remain challenged and therefore stay with the organisation.

Each Department will be required to compile a Succession Plan, identifying those employees with the demonstrated potential to advance to more senior positions, and estimated timeframes within which the identified employees will be suitably skilled and experienced to take on the additional responsibility of more senior positions.

Succession Plans will be discussed and updated quarterly at Country Management level.

3.10 Managing Poor Performance

Poor performance will be managed according to the Rwanda labour law.

A consultative meeting will be held between the relevant line manager, the Head of Department and the HR Department in order to plan the necessary process and performance improvement plan.

Continued poor performance will not be tolerated and the necessary action will be taken as allowed by the Rwanda labour and employment law.

3.11 Guidelines on assigning weightings

Weightings show the relative importance of one key result area to another. Each KRA must be assigned a weighting out of 100%. The sum of all the weightings for all KRAs must equal 100%.

An important key result area or strategic performance objective may, for example, be assigned a weighting of 20 out of the total of 100, whereas a less important key result area may be assigned a weighting of 5 out of 100. The purpose of the weightings is to show employees what the key focus areas are in their work. If a key result area has a higher weighting than any of the other key result areas, then the employee will know that this is a key result area in terms of being successful in his/her work.

Scoring of performance should take place at the level of KRAs, i.e. the weighting will not be further split amongst the various KPIs associated with a KRA.

Determining Weightings: The following criteria should be considered when deciding upon the weightings that should be assigned to your Key Result Areas:

IV. Long Service Recognition

4.1 Introduction

UFCL recognises that the success of the Company is dependent on the contribution, effort and loyalty of the staff. This Policy sets out arrangements to recognise long service whilst staff is in the employment of the Company. It relates to years of service achieved with the Company and covers all staff directly employed by the Company.

UFCL will mark its appreciation of long service by awarding Long Service Awards:

a. Ten Years' Service – one-month salary
b. Twenty Years' Service – One and half -month salary
c. Thirty Years' Service – Two -month salary
d. Forty Years' Service – Two and half -month salary.

In addition, staff achieving long service recognition will receive a personal letter from the MD together with a Long Service Certificate.

4.2 Procedure Continuous Service

The Human Resources Department will, via its Workforce information system, identify on a quarterly basis those members of staff who have attained the specified periods of long service.

a. Broken Service

It is not possible for the existing manpower information system to highlight when an employee aggregates sufficient service to be eligible for an award. In such cases it will be the responsibility of the Head of Department to notify the Human Resources Department that the employee has sufficient aggregated service to qualify for an award.

b. Per Diem allowances

The daily per diem allowance will be calculated for every evening spends away from home on authorised business travel. Per Diem provides for lunch, dinner and any other sundry expenses.

Employees will remain responsible for the acquisition of their foreign currency for their travels. Requests for foreign exchange must be done with the Office Manager but will be paid for by the Employee, and claimed back afterwards.

Per Diem allowances must be claimed on a travel claim form. Only is special circumstances and with prior approval from the Financial Manager, can the claim be done in advance of a trip and payment will be made via EFT. The Per Diem claim can also be done on return of a trip, using the same travel claim form.

In the event that any statutory deductions are legislated based on per diem, the necessary taxes will be deducted. As noted, the Company will provide Guest House accommodation or Bed & Breakfast accommodation and the balance of meals, hotel bills related to telephone expenses, movies and any other sundry expenses will be borne by the employee. For phone call costs, staff should ensure that they get a local sim as soon as possible. In situations where it is necessary to

use your mobile frequently (in the forest or where there is no landline in the office) then phone call costs can be claimed where they are above the phone allowance the individual gets paid for normally over the period away.

Example calculation

Individual with a $50 phone allowance is away 2 weeks and spends $40 on overseas phone calls. They can claim $40 less $25(2 weeks' allowance) = $15.

c. Travel Claims

All business travel related expenditure must be claimed from the Company using the applicable expense claim form. Detailed explanations of the nature of the expense must be included and all expenditure (with the exception of per diem allowances) must be supported by an appropriate voucher, invoice or receipt. The expense claim form must be submitted for approval to the employee's line manager. In the case of the Group MD the claim must be referred to a designated Board Member. [Form: Expense Claim]

d. Leave in lieu of travel over weekends

Employees who have spent a consecutive Saturday and Sunday away from their country of residence on an international assignment will be granted one leave day in lieu of the weekend. Should an employee have only spent either the Saturday or Sunday [not both] then will be granted 0.5 days in lieu of that day in country. This leave requires prior approval at least twenty one days in advance, and can be accumulated in conjunction with the annual leave and under the same policy requirements. This leave cannot be cashed under any circumstances.

e. Travel approvals

All employees need to obtain written travel authorisation from the MD or relevant Head of Department, as the case may be. All travel for official trips must be pre-approved by the relevant manager prior to the travel taking place. The normal Company requisition form and approval process must be used during this process.

f. Accommodation bookings

The Company provides bed and breakfast accommodation only. Each subsidiary will appoint approved accommodation service providers and Hotels for each of the employee categories noted in 2.4 below. Ideally preferential rates should be negotiated and an account opened with the service provider in order to pay their invoices on a monthly basis.

The MD will appoint a specific person(s) who will liaise with accommodation service providers in order to make the necessary bookings for approved travels. No other employees will be allowed to make accommodation bookings.

Employees will make use of the company's guest house accommodation. Guest houses will provide serviced accommodation and breakfast as per the Guesthouse Policy in the HR Manual. All other meals will be paid for directly by the employee from the per diem allowance.

g. Transport arrangements

Taxi fares should only be incurred if no other company transport is available, and this will be reimbursed by means of an expense claim. Company transport must be booked and arranged

in advance. Intended travel plans must be shared with relevant co-workers to ensure that each trip is used as effectively as possible.
Work schedules and trips must be coordinated with relevant colleagues in order to keep the number of trips to the minimum and make the most effective use of Company pool vehicles.

h. Per Diem allowances

The daily per diem allowance will be calculated for every evening an employee spends away from home on authorised business travel. Per Diem provides for lunch, dinner and any other sundry expenses.

Managing Director / MD's

Kigali Frw 30,000
All other In-Country trips Frw 20,000

Financial Managers / Heads of Departments

Kigali RWF 13,000
All other In-Country trips RWF 10,000

Other staff

Kigali FRW 7,000
All other In-Country trips FRW 5,500
Per Diem allowances may be claimed in advance of an approved trip, using the travel/expense claim form. These advances will only be paid via EFT or a similar method, and not in cash.
Per Diem allowances received in advance of travelling must also be stated on a travel claim on return of a trip.

Company and/or Special Assignments

Managing Director / MD may at his/her discretion decide to provide full board and lodging (food, transport and accommodation) to a staff member or a group of staff in situations where it will be more affordable to the Company. Such assignments will be communicated with the relevant staff and they will be informed of the arrangements for the assignment/trip. In these cases, no per diem will be paid and the Company will make sure that staff receive sufficient drinking water, food and accommodation.

Travel Claims

All business travel related expenditure must be claimed from the Company using the applicable expense claim form. Detailed explanations of the nature of the expense must be included and all expenditure (with the exception of per diem allowances) must be supported by an appropriate voucher, invoice or receipt. The expense claim form must be submitted for approval to the employee's line manager. In the case of the MD the claim must be referred to the MD.

ADMINISTRATION FORMS AND TEMPLATES

Form – Declaration

I_____(Full names and Surname) confirm that I received an electronic copy of the UFCL HR Manual. I confirm that the contents of the manual were explained to me and that I understand the same.I agree to abide by the contents of the manual being the HR Policy documentof The Ultimate Forests Company.

Signed at _____

on this day_____of_____201___.

_____

(Signature of Employee)

_____

(Name and Surname of Witness)

_____

(Signature of Witness)

Form –Acknowledgement of Code of Conduct

I_____(Full names and Surname)

confirm that I received an electronic copy of the UFCL Code of Conduct. Iconfirm that the contents of the code were explained to me and that I understand the same. I agree to abide by the contents of the code as aPolicy document of the Ultimate Forests Company.

Signed at _____

on this day_____of_____201___.

_____

(Signature of Employee)

_____

(Name and Surname of Witness)

_____

(Signature of Witness)

Form – Application for Overtime

Approval for the working of overtime as set out hereunder, in accordancewith the UFCL Overtime Policy, is requested:

1. Name/Surname of Employee:_____

2. Employee Number:_____

3. Department: _____

4. Period for which the approval is requested (Specific Dates):

   FROM: _____/_____/ 201 ___

   TO: _____/_____/ 201 ___

5. Details of Overtime for which authorisation is sought:

	NORMAL TIME	SUNDAY TIME
Overtime hours per day:		
Week:		
Month:		
TOTAL HOURS NEEDED:		

6. Funds for the overtime	IS	IS NOT	available

If funds are not available, from what source will the Manager source funds required? _____

_____

7. FULL MOTIVATION FOR THE OVERTIME APPLIED FOR:

_____

1. Should this application for remunerated overtime be approved, it is agreed that it will be subject to the following conditions -

(i) Compliance, in all material respects, with the approved UFCL Overtime policy

(ii) There will be adequate supervision at all times during the performanceof the overtime duty;

(iii) The remunerated overtime will not be authorised for trifling periods;

(iv) Overtime remuneration will be efficient and/or cost effective;

(v) Records of all overtime duty will be kept;

(vi) An attendance register will be kept and

(vii) Staff will not be required to undertake overtime duty to such an extent that the quantity and quality of the work performed during normal hours of attendance as well as during periods of overtime duty are adversely affected.

Approved		Not Approved	

Line Manager / Head of Department _____

Date: _____

Approved		Not Approved	

_____

MD

Date: _____

Form – Induction Program and Checklist

First Week – HR Department and Line Manager

Action	Responsible Person Sign	Employee Sign
HR Dep/MD/Line Manager meet new employee and introduce to all staff. It is good practice to do this in an informal way with some coffee/tea at the workplace.	HR/MD/Line Manager	
Employee meet with the HR Department and thematters below will be addressed:	HR	
Explain contract of employment as well as job description	HR	
Employee fill in Employee Details Form	HR	
Employee fill in Next of Kin Form	HR	
Medical aid explained and forms filled in	HR	
Pension/Social Security scheme information explained and forms filled in	HR	
Complete HR Manual must be explained in detail	HR	
Present the Induction Slide Show and explain	HR	
Present electronic copies of all sustainability reports for reading by the new employee.	HR	
Present Company Profiles	HR	
Tour of Institute, explain parking and building		
Welfare facilities – toilets, kitchen etc		
Location of fax machine, photocopiers		
Telephone answering and message taking system		
Postal systems- internal and external		

F004 – Induction Program and Checklist

First Month – Responsibility of Line Manager

Action	Responsible Person Sign	Employee Sign
Tour of all country operations		
Meet all departments and spend some time with them to be explained their full operation		
New employee read the sustainability report and company profiles and give feedback		
Employee KRA's must be developed and discussed		
First probation assessment conducted – Date:		
On the job training provided		
Expatriate Country, language, culture orientation.		

First Week of month two – Line Manager and HR Department mustmeet with the new employee

Action	Responsible Person Sign	Employee Sign
Ensure that employee understands the job description		
Ensure that the employee understands the performance management system		
Review the KRA's set up for the individual andensure that employee expects what is required of him/her		
Address concerns that the employee may have to ensure the employee settles in well		
Plan the dates for the probation assessments of end of month two and three etc.		
Probation assessments:		
Date 2:		
Date 3:		
Date 4:		
Date 5:		
Date 6:		

F005 – Monthly Probation Assessment

Form – Monthly Probation Assessment

Probation Assessment (monthly)	
Probation Confirmation Assessment	

Employee details

Name	
Job Title	
Department & Workplace	
Name of the Supervisor	
Job Title	

Process Summary

- Prior to the one-on-one probation assessment session, the supervisorand the employee must rate and/or provide comments regarding the employee's performance on the KRA sheet.
- During the assessment session the supervisor and employee must reach consensus on a final score and/or comment (should scoringnot be viable yet.)
- Do not be alarmed by 0 scores when annual targets were not yet reached. These would be finally scored at the end of the year.
- Please capture comments next to each KPI.
- Please send a copy of this form and the KRA sheet to the HR Department.

Consensus

KRA's assessment score: _____

_____

I agree with the ratings assigned in this performance appraisal.

Signed by employee:_____ Date:

_____

Signed by supervisor:_____ Date:

_____

F005 – Monthly Probation Assessment

Summary of Appraisal

Perform Below Average ☐
Perform Average Perform ☐
Above Average ☐

(As per attached Scorecard - KRA's sheet)

Key Skills Gaps / Training & Development

Skills Gap - development requirements	Proposal with timeframes
Development proposals noted by Manager	**Proposal with timeframes**
Development proposals noted by Employee	**Proposal with timeframes**

Key Performance Gaps (If applicable: ratings of 2 and lower)

Performance Gap	Remedial Plan	Timing

Succession Planning (Comments on likely next position and timeframes)

Employee notes:

Manager recommendation:

Disputes

Consensus could not be reached on the following areas:

General comments and observations by supervisor

Signed by employee:_____Date: _____

Signed by supervisor:_____Date: _____

Processed by Human Resources Department:

Name: _____

Designation_____Date_____

End of Probation

Recommendation for confirmation or otherwise: _____

_____

Signed by supervisor:_____ Date: _____

Approved Not Approved by Head of Department / MD
Comments: _____

_____

Signed by Approving Authority:_____Date: _____

Form – Training Agreement

Between Ultimate Forests Company

And the Employee: _____
(Full Names and Surname)

Training Course:_____

Training Venue: _____

Training Dates: _____

Special notes about the training: _____

_____

The Company is sending the employee on training paid for by the Company based on the following agreement:

- The Employee agrees to attend and complete the training as scheduled above;
- The Employee agrees to pass all the necessary tests, assessments and complete all related projects which is part of the scheduled training course;
- The Employee agrees to conduct himself/herself in a respectful manner during the training course as a representative from the Company;
- The Employee agrees that should he/she fail to pass the qualifying criteria for completion of the course, or fail to attend the scheduled course he/she would be liable to refund the Company in full for all related costs of the above training course;
- The Employee agrees to remain in the service of the Company for a period of 12 months from the last date of the course. Should the employee leave the services of the company for whatever reason during the period, he/she is responsible to fully refund the company forthe costs of the course. It is agreed that such costs can be partly or in full deducted from any money owed to the employee.

F006 – Training Agreement

AGREEMENT

I_____fully understand this agreement and confirm that I will honour the contents thereof.

_____ _____

(Signature) Witnesses 1: (Date)

_____

(Name and Surname)

_____ _____

(Signature) Witnesses 2: (Date)

_____

(Name and Surname)

_____ _____

(Signature) (Date)

F007 – Leave Application Form

LEAVE APPLICATION FORM					
EMPLOYEE NAME					
EMPLOYEE NUMBER					
START DATE					
LEAVE APPLIED FOR					
	Leave Balance	From	To	No of Days	Remaining Leave
ANNUAL					
IN LIEU					
SICK LEAVE					
COMPASSIONATE LEAVE					
DATE REPORTING BACK TO WORK					
EMPLOYEE SIGNATURE					
CONTACT DETAILS WHILE ON LEAVE					
ADDRESS					
CONTACT NUMBER					
ALTERNATIVE CONTACT NUMBER					
APPROVAL					
	Name		Signature		Date
LINE MANAGER					
HEAD OF OPERATION					
OFFICE USE					
PROCESSED BY HR			Date		
BALANCE CONFIRMED			HR Rep		
COMMENTS					

F008- Expatriate Holiday Travel

Form – Expatriate Holiday Travel

Employee Name/Surname:_____

Travel Cycle:_____

Single Status ☐ Married Status ☐

Proposed travel dates_____

Other travel arrangements:_____

_____

_____

Signature of Employee

Head of Department (HOD) A / Not

_____ _____

Signature of HOD Name/Surname of HOD

HR Department A / Not

_____ _____

Signature of HR Name/Surname of HR

MD Approved / Not Approved

_____ _____

Signature of MD Name/Surname MD

Head of HR A / Not

_____ _____

Signature of Head of HR Name/Surname of Head of HR

Form – Disciplinary Code

The code makes provision for progressive disciplinary actions in each category of offence. Discipline will therefore be taken progressively in each category of offence and not necessarily only in regard to a specific offence. The disciplinary action prescribed by the code may be deviatedfrom where justified by the particular circumstances of the case. Accordingly, such action may be more severe than the prescribed guideline where aggravating circumstances exist, or less severe where mitigating circumstances exist. This code is a guideline to ensure uniformand consistent application of discipline. The code is not exhaustive as it isnot possible to list all possible offences.

No		NATURE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
1.1	Less Serious	Absence from work without permission or notification.	Verbal Warning	Written Warning	Final Written Warning	Termination
1.2	Less Serious	Being in an "out of bounds" area without authorisation or without good reason.	Written Warning	Final Written Warning	Termination	
1.3	Less Serious	Excessive wasting of time during working hours including unwarranted / unexplained absence from place of workstation without good reason.	Written Warning	Final Written Warning	Termination	

1.4	Less Serious	Failure to observe employer policies, rules or regulations (depending on consequences)	Written Warning	Final Written Warning	Termination	
1.5	Less Serious	Late for work or leaving work early without permission.	Verbal Warning	Written Warning	Final Written Warning	Termination
1.6	Less Serious	Loss of issued clothing or employer property.	Written warning	Final Written Warning	Termination	
1.7	Less Serious	Poor performance (low quality of output and unsatisfactory attitude tosuch performance).	Verbal Warning	Written Warning	Written Warning	Termination
1.8	Less Serious	Poor quality of work and/or not working to standards (depending on the consequences)	Written Warning	Final Written Warning	Termination	

2.1	Serious	Being in possession of liquor or non-medical drugs whether on employee's person or amongst belongings when on employer's premises.	Final Written Warning	Termination		
2.2	Serious	Committing unsanitary acts	Final Written Warning	Termination		
2.3	Serious	Failure or refusal to carry out a reasonable and lawful instruction.	Final Written Warning	Termination		
2.4	Serious	Failure to clock/sign in or out.	Final Written Warning	Termination		
2.5	Serious	Failure to report an accident or damage to employer property.	Final Written Warning	Termination		
2.6	Serious	Failure to wear protective clothing or equipment where supplied.	Written Warning	Final Written Warning	Termination	
2.7	Serious	Injury to others through negligence or horseplay.	Final Written Warning	Termination		
2.8	Serious	Negligent damage to employer materials etc.	Final Written Warning	Termination		
2.9	Serious	Poor maintenance of vehicle / machine for which he/she is	Final Written Warnin	Termination		

		responsible and trained to operate / maintain.	g			
2.10	Serious	Refusal to obey reasonable instructions related to work.	Final Written Warning	Termination		
2.11	Serious	Sleeping on duty	Final Written Warning	Termination		
2.12	Serious	Smoking in a "No Smoking" area.	Final Written Warning	Termination		
2.13	Serious	Threat of assault.	Final Written Warning	Termination		
2.14	Serious	Unauthorised manufacture or repair of private property with or without using company material or property.	Final Written Warning	Termination		
2.15	Serious	Use of abusive and/or derogatory and/or offensive language or signs.	Final Written Warning	Termination		
2.16	Serious	Wastage of material	Final Written Warning	Termination		

2.1	Serious	Being in possession of liquor or non-medical drugs whether on employee's person or amongst belongings when on employer's premises.	Final Written Warning	Termination		
2.2	Serious	Committing unsanitary acts	Final Written Warning	Termination		
2.3	Serious	Failure or refusal to carry out a reasonable and lawful instruction.	Final Written Warning	Termination		
2.4	Serious	Failure to clock/sign in or out.	Final Written Warning	Termination		
2.5	Serious	Failure to report an accident or damage to employer property.	Final Written Warning	Termination		
2.6	Serious	Failure to wear protective clothing or equipment where supplied.	Written Warning	Final Written Warning	Termination	
2.7	Serious	Injury to others through negligence or horseplay.	Final Written Warning	Termination		
2.8	Serious	Negligent damage to employer materials etc.	Final Written Warning	Termination		
2.9	Serious	Poor maintenance of vehicle / machine for which he/she is	Final Written	Termination		

		responsible and trained to operate / maintain.	Warning			
2.10	Serious	Refusal to obey reasonable instructions related to work.	Final Written Warning	Termination		
2.11	Serious	Sleeping on duty	Final Written Warning	Termination		
2.12	Serious	Smoking in a "No Smoking" area.	Final Written Warning	Termination		
2.13	Serious	Threat of assault.	Final Written Warning	Termination		
2.14	Serious	Unauthorised manufacture or repair of private property with or without using company material or property.	Final Written Warning	Termination		
2.15	Serious	Use of abusive and/or derogatory and/or offensive language or signs.	Final Written Warning	Termination		
2.16	Serious	Wastage of material	Final Written Warning	Termination		

2.1	Serious	Being in possession of liquor or non-medical drugs whether on employee's person or amongst belongings when on employer's premises.	Final Written Warning	Termination		
2.2	Serious	Committing unsanitary acts	Final Written Warning	Termination		
2.3	Serious	Failure or refusal to carry out a reasonable and lawful instruction.	Final Written Warning	Termination		
2.4	Serious	Failure to clock/sign in or out.	Final Written Warning	Termination		
2.5	Serious	Failure to report an accident or damage to employer property.	Final Written Warning	Termination		
2.6	Serious	Failure to wear protective clothing or equipment where supplied.	Written Warning	Final Written Warning	Termination	
2.7	Serious	Injury to others through negligence or horseplay.	Final Written Warning	Termination		
2.8	Serious	Negligent damage to employer materials etc.	Final Written Warning	Termination		
2.9	Serious	Poor maintenance of vehicle / machine for which he/she is responsible and trained to operate / maintain.	Final Written Warning	Termination		

2.10	Serious	Refusal to obey reasonable instructions related to work.	Final Written Warning	Termination		
2.11	Serious	Sleeping on duty	Final Written Warning	Termination		
2.12	Serious	Smoking in a "No Smoking" area.	Final Written Warning	Termination		
2.13	Serious	Threat of assault.	Final Written Warning	Termination		
2.14	Serious	Unauthorised manufacture or repair of private property with or without using company material or property.	Final Written Warning	Termination		
2.15	Serious	Use of abusive and/or derogatory and/or offensive language or signs.	Final Written Warning	Termination		
2.16	Serious	Wastage of material	Final Written Warning	Termination		

No		NATURE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
3.1	Very Serious	Consuming liquor or non-medical drugs on employer's premises.	Termination			
3.2	Very Serious	Driving employer or customer vehicles whilst under the influence Of alcohol or drugs.	Termination			
3.3	Very Serious	Driving employer or customer vehicles without authority or picking up unauthorised passengers.	Termination			
3.4	Very Serious	Possession of dangerous weapons at work/on employer's premises without permission.	Termination			
3.5	Very Serious	Absent without leave for five ormore working days without per-mission, or without good reason.	Termination			
3.6	Very Serious	Assault (physical).	Termination			
3.7	Very Serious	Breach of employees' duty ofgood faith to the employer. (Conduct unbecoming of employer's employee.)	Termination			
3.8	Very Serious	Dishonesty, Fraud or Corruption during the course of	Termination			

		Employment.				
3.9	Very Serious	Failure to observe fire, health or safety regulations.	Termination			
3.10	Very Serious	Fraudulent time-keeping – including clocking / signing in/out of other employees and allowing another to clock in/out without Being at work.	Termination			
3.11	Very Serious	Gross incompetence	Termination			
3.12	Very Serious	Gross insubordination, serious disrespect, impudence orinsolence.	Termination			
3.13	Very Serious	Gross negligence	Termination			
3.14	Very Serious	Industrial sabotage.	Termination			

No		NATURE OF OFFENCE	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
3.15	Very Serious	Intimidation or incitement toviolence	Termination			
3.16	Very Serious	Tampering with a sick certificate.	Termination			
3.17	Very Serious	Under the influence of alcohol orintoxicating drugs at work.	Termination			
3.18	Very Serious	Unlawful possession of employer or customer property including failure to declare goods to security personnel beforeentering or leaving employer premises.	Termination			
3.19	Very Serious	Wilful damage to employer materials, equipment, possessionor property.	Termination			
3.20	Very Serious	Divulgence of confidential employer information.	Termination			
3.21	Very Serious	Deliberately supplying incorrect or falsified information.	Termination			
3.22	Very Serious	Theft from the employer or from fellow employees or from contractors working for UFCL.	Termination			
3.23	Very Serious	Any other reason recognised in law as being sufficient grounds for instant Termination.	Termination			

F010 – Verbal / Written Warning

Form – Verbal / Written Warning

VERBAL WARNING FIRST WRITTEN
WARNING
FINAL WRITTEN WARNING
(Mark with an X whichever is applicable)

Name of Employee: _____
Employee Number: _____

Date of Incident / Misconduct: _____
Date of Warning: _____

This memorandum is to confirm that you have been formally warned by mefor the following reason(s):

_____
_____
_____
_____
_____
_____

Previous valid warnings which were taken into account are:

REASON
VERBAL/WRITTEN DATE

1_____ _____

2_____

3._____ _____

Agreed action to be taken by Employee to prevent similar misconduct:

_____
_____

F010 – Verbal / Written Warning

Follow up dates:_____

Consequences which may follow when the misconduct persists:

_____

_____

_____

You are requested to sign below to acknowledge receipt of this written warning but you are advised that, in the event of your refusing to sign, thiswill be noted. This will be kept in your personal file and will remain valid until

_____

SUPERVISOR'S /CHAIRMAN'S FULL NAMES DESIGNATION:

_____

SUPERVISOR'S /CHAIRMAN'S SIGNATURE

_____

EMPLOYEE'S SIGNATURE

_____

WITNESSED BY: (Full Names)

WITNESS SIGNATURES

Do you wish to appeal against this warning? **YES** ☐ **NO** ☐

_____ _____

EMPLOYEE'S SIGNATURE WITNESSED BY (Name and signature)

You are advised that, in the event of your appealing, your appeal should belodged in writing on the prescribed form within 3 working days of your receiving this warning.

The employee must receive a copy of this form and a copy must be submittedto the HR Manager for record keeping.

Form – Intoxication Assessment

This form to be completed in the event of a suspected misdemeanour of drinking/intoxication at work and may be brought as evidence against a charge of this nature.

1. Smell of alcohol.	Strong	Weak	None
2. Slur of speech.	Bad	Slight	Normal
3. Steadiness on feet.	Unsteady	Slightly Unsteady	Steady
4. Redness of eyes.	Very Red	Slightly Red	Clear
5. Response to questions	Incoherent	Slightly Incoherent	Coherent
6. Behaviour	Aggressive	Excitable	Normal

As a result of our assessment, the following action has been taken:

_____

_____

_____

SIGNATURES

Manager _____ Date:_____

Assessor 1: _____ Date:_____

Assessor 2: _____ Date:_____

Representative:_____Date:_____

Alco meter reading: _____

Alco meter test administered by: _____Date:_____

Form – Grievance Form

Date: _____

Employee Name:_____Employee Number: _____

Department:_____Job Title: _____

Nature of Complaint/Grievance:

_____

_____

_____

Desired Settlement:

_____

_____ _____

EMPLOYEE SIGNATURE FULL NAMES & SIGNATURE OF EMPLOYEE REPRESENTATIVE

DATE:_____DATE: _____

Outcome (or reason for failure to reach a settlement)

_____

_____

_____

Grievance Satisfactorily Resolved: ☐ ☐

EMPLOYEE'S SIGNATURE:_____DATE: _____

EMPLOYER'S FULL NAME:_____DATE: _____

EMPLOYER'S SIGNATURE:_____DATE: _____

Form – Assignment of Vehicles

Subsidiary	
Department	
Workplace	
Employee Name/Surname	
Job Title	
Vehicle Description	
Registration Number	
Date of assignment	
Name/Surname of MD	

_____

Signature of MD

I _____ acknowledge the assignment of the vehicle above. I have read, signed for and agree to abide by the relevant Company Rules as stated in the following documents:

- HR Manual
- Operations Manual: Transport Prescriptions and relevant BOPs and documents

_____

Signature of Employee

_____ _____

Signature of Witness Name/Surname of Witness

F015- Acceptance of IT Policy

Form: Acceptance of IT Policy

I (print employee full names) _____,

with ID number:_____, hereby declare and acknowledge that I have read in full, and understand all content and information disclosed within this document, and the sources/references referred to.

I understand and accept that this is a condition of my employment with the Company, and that any breach of this document's contents, in part or in full, will result in disciplinary steps taken by the Company and relevant law authorities. I declare that the information provided by me is accurate and complete, and with my signature hereof below, I agree and commit myself to the contents, information, implications and references contained herein, pledging to continually offer, and be able to provide proof of my best effort to comply with it, in all instances and aspects, at all times.

Date:_____Place:_____
Signature: _____

Summary – Delegations of Authority

	A = Approve R = Recommend CA = Co-Approve	Line Managers	Head of Department	MD	Head of HR	MD	BOD	Chair Audit Committee	UFCL Board Committee
4.2.16	Gift Policy		R	A					
5.1	Office Hours	R	A	A					
5.2	Overtime	R	R	A					
5.4.5	Medical Insurance			R	A				
5.7	In-Country Relocation Costs		R	CA	CA				
5.10	Employment post retirement		R	A					
6.2	Recruitment	R	R	A					
6.2	Head of Finance		R	R		CA		CA	
6.2	MD					R	R		A
6.2	Remuneration MD					R	A		
6.2	Remuneration MD					R	A		
10.1	Leave Approvals	R	A	A					
10.9	Carry-over of leave		R	R	A				
11	Job Evaluation bands A – C		CA	CA	CA	CA			
11	Job Evaluation bands D >					CA	CA		
12.1	Travel		A	A					
13	Expat Holiday Travel		R	CA	CA				
14	Performance Incentives MD					R	A		
14.1	Performance Incentives		R	R		A			
15	Assignment of Vehicles	R	R	A					
16	Mobile Phone Allowances	R	R	A					

Personal Development Plan

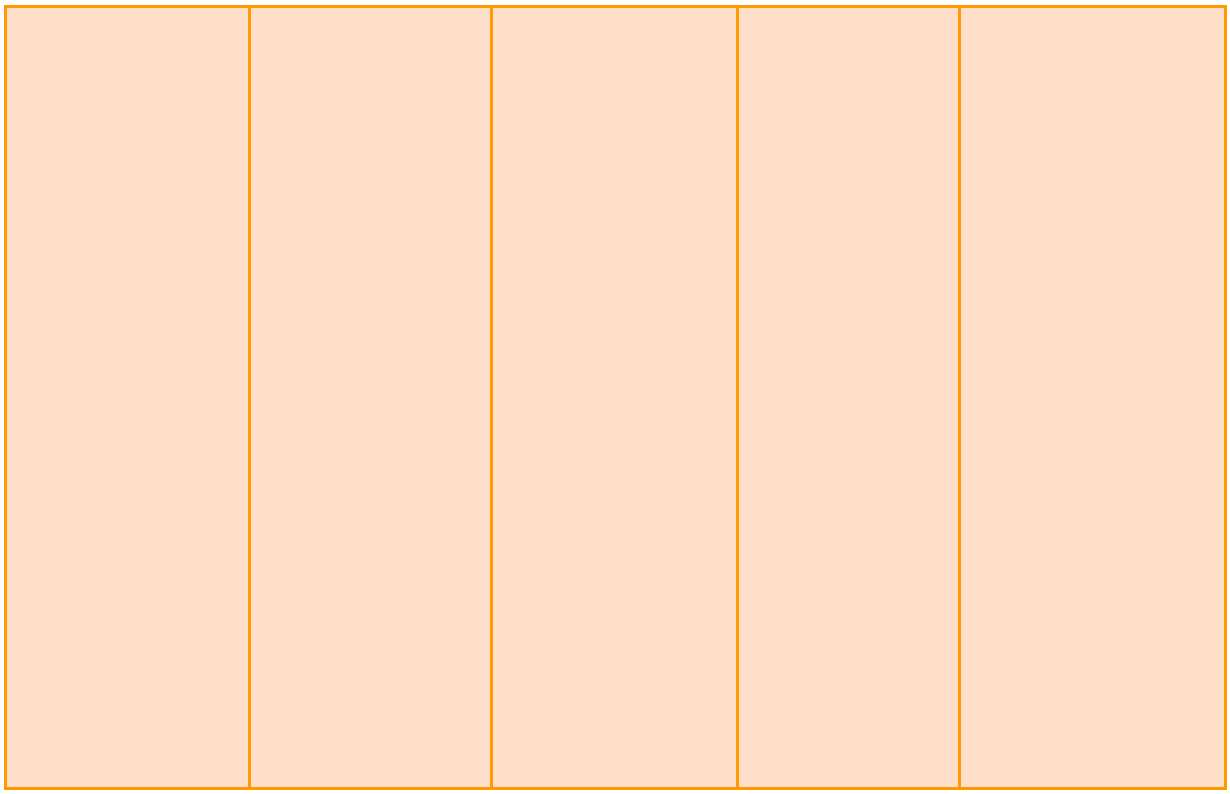
Employee Name:	Manager:
Position:	Date:
Length of time in Current Role:	

Section A: Career Plan
Personal Mission Statement

Section B: Short-Term Career Goals (1-2 years)	
Areas of Interest	Competencies/Skills/Knowledge Needed (Areas I need to Develop)

Section C: Long-Term Career Goals (1-2 years)	
Areas of Interest	Competencies/Skills/Knowledge Needed (Areas I need to Develop)

Strengths to Leverage – select at least one strength to continue to build upon		**AREA OF FOCUS:**		
Critical Behaviours/ Goals What specific behaviours do I need to model or exhibit in this Competence y our skill?	**Developmental Activities/ on Steps** (assignments, coaching, formal training) Remember **SMART**	**Manager's Role** (or involvement of others if applicable)	**Target Dates/Milestone**	**Results/ Outcome** How have I succeeded in adapting my behaviour or learning new Skills? (give examples)



F019 – Personal Development Plan

Area to Develop - focus on areas to develop that are critical to your performance;select 1 or 2 areas to work on at a one time		**AREA OF FOCUS:**		
Critical Behaviours/Goals What specific behaviours do I need to model or exhibit in this competency or skill?	**Developmental Activities/Action Steps** (assignments, coaching, formal training) Remember **SMART**	**Manager's Role** (or involvement of others if applicable)	**Target Dates/Milestones**	**Results/Outcomes** How have I succeeded in adapting my behaviour or learning new skills? (give examples)

Employee Comments:
Manager Comments:

Next Development Plan Review

Date_____

(Should be every 6 months)