



HUMAN RESOURCES MANAGEMENT POLICIES & PROCEDURES MANUAL AoS Ltd

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TABLE OF CONTENTS

1.	AOS LTD. COMPANY PROFILE.....	7
1.1.	Mission statement:	7
1.2.	Vision:.....	7
1.3.	Our values:	7
2.	PURPOSE AND APPLICATION	7
2.1.	The purpose of the employee manual.....	7
2.2.	Application and implementation.	7
2.3.	Compliance with Rwandan Laws.	7
2.4.	Policy changes	7
3.	COMPANY STRUCTURE AND STAFF CATEGORIES	8
3.1.	Company organizational structure	8
3.2.	Department at AOS Ltd:.....	8
3.3.	Heads of departments report directly to the CEO.....	8
3.4.	Job description	8
3.5.	Staff categories	8
4.	STARTING JOB AT OUR COMPANY, OUR RECRUITMENT POLICY.....	9
4.1.	Recruitment principles.....	9
4.1.1.	Equal opportunities.....	9
4.1.2.	Gender policy	9
4.1.3.	Employees with disabilities and health issues	9
4.1.4.	Marriage of one employee to another.	10
4.1.5.	Employment of relatives.....	10
4.2.	Types of employment contracts	10
4.3.	Staff planning	10
4.4.	Recruitment procedure.....	11
4.4.1.	Authority and responsibility for recruitment.....	11
4.4.2.	Vacancy advertisement.....	11
4.4.3.	Internal recruitment	11
4.4.4.	External recruitment	11
4.4.5.	Employment application (external candidates).....	12

4.4.6. Recruitment testing and interviewing.	12
4.4.7. Interviews composition of different panels of interview:	13
4.4.8. Decision to hire.	13
4.4.9. Final steps of the recruitment process.	13
4.5. Your place of work and relocation	14
4.6. Job content	14
4.7. Probationary period.....	14
4.8. Confirmation in appointment.	15
5. CODE OF BUSINESS & PERSONAL CONDUCT	15
5.1. Introduction	15
5.2. Harassment	15
5.3. Bullying at work	16
5.4. Loss prevention	17
5.5. Security checks and searches.....	17
5.6. Removal of Company property from premises.....	17
5.7. Conflicts of interest.....	18
5.8. Gifts and entertaining	18
5.9. Private business on Company premises	18
5.10. Press and media enquiries	18
5.11. Exposing wrongdoing	18
5.12. Wrong Use of Company property	19
5.13. Other employment.....	19
5.14. Confidentiality.....	19
5.15. Email and the internet	20
5.16. Alcohol and drugs	20
5.17. Dress code and personal standards	20
5.18. Other important office etiquette.....	20
5.19. Customer care:.....	21
5.20. Prohibition of politics at work place:	21
5.21. Compliance with Professional Standards:.....	21
5.22. Locking away valuables	21
5.23. Lost property.....	21
6. WORKING HOURS AND WORK SCHEDULE	21

6.1.	Attendance and Punctuality.....	21
6.2.	Managing Attendance.....	21
6.3.	Return to work interviews	22
6.4.	Working Hours, Schedule and Shifts.....	22
6.5.	Overtime (additional work hours)	22
6.6.	Saturday, Sunday working and Night Working.....	22
7.	LEAVES MANAGEMENT.....	23
7.1.	AOS Ltd acknowledges that staffs are entitled to leave of absence for a number of reasons:..	23
7.2.	Line managers are responsible for:.....	23
7.3.	Types of leaves include the following:.....	23
7.3.1.	Annual leave.....	24
7.3.2.	Sick leave.....	24
7.3.3.	Payable sick leave	24
7.3.4.	Non-payable sick leave	25
7.3.5.	Incidental/Occasional leave	26
7.3.6.	Maternity leave.....	27
7.3.7.	Breastfeeding period.....	27
7.3.8.	Resuming work after maternity leave.....	27
7.3.9.	Additional leave in case of complications.....	27
7.3.10.	Educational/ Study leave.	28
7.3.11.	Unpaid leave	28
7.3.12.	Authorized absence	28
7.3.13.	Unauthorized absence	28
8.	PERFORMANCE MANAGEMENT	28
8.1.	Purpose	29
8.2.	Roles and Responsibilities.....	29
8.3.	Aims:	29
8.4.	The Benefits of Performance Appraisal	29
8.4.1.	Benefits of appraisal to the individual employee:	29
8.4.2.	Benefits of appraisal to the line manager:.....	30
8.4.3.	Benefits of appraisal to the company:.....	30
9.	PERFORMANCE MANAGEMENT PROCESS.....	30
9.1.	Planning work and setting expectations:.....	30

9.2.	Continually monitoring performance:	30
9.3.	Developing the capacity to perform:	31
9.4.	Periodically rating performance in a summary fashion:	31
9.5.	Rewarding good performance:	31
9.6.	Handling disagreements during the performance management process:	32
9.7.	Appraisals	32
9.8.	Record keeping	32
9.9.	Monitoring the performance management process	32
10.	TRAINING & DEVELOPMENT	33
10.1.	Purpose	33
10.2.	Objectives.....	33
10.3.	Components.....	33
10.4.	New Employees.....	34
10.5.	Training File.....	34
10.6.	Human Resource Planning.....	34
10.7.	The human resource planning strategy will be as follows;.....	34
10.8.	Management Team.....	34
10.9.	Training and development options.....	35
10.10.	Training Procedure.....	35
10.11.	Training administration.....	36
10.12.	Employee education cost.....	37
10.13.	Career Management	37
11.	DISCIPLINARY PROCEDURE	38
11.1.	Purpose	38
11.2.	Principles of the disciplinary procedure	38
11.3.	Poor Performance and Misconduct	38
11.4.	Formal procedure	39
11.5.	Investigatory interview	39
11.6.	Suspension procedure	39
11.7.	Notification of the disciplinary hearing.....	40
11.8.	Right to be accompanied	40
11.9.	Non-attendance at disciplinary hearings.	40
11.10.	Disciplinary hearing.....	40

11.11.	Disciplinary decision.....	41
11.12.	Disciplinary sanctions.....	41
11.13.	Gross misconduct.....	42
12.	ENVIRONMENT, HEALTH AND SAFETY.....	42
12.1.	Accident prevention.....	42
12.2.	Fire	43
12.3.	Accident/Incident reporting.....	43
12.4.	Evacuation in an Emergency	43
13.	INTERNSHIP AT AoS.....	43
13.1.	Definition of Internship.....	44
13.2.	Key objectives for internship	44
13.3.	Scope of application.....	44
13.4.	Commitment statement	44
13.5.	Eligibility criteria.....	45
13.6.	Internship recruitment process	45
13.7.	Facilitation.....	45
13.8.	Obligation of the Intern	45
13.9.	Obligation of the Company	46
13.10.	Final Evaluation.....	46
14.	LEAVING THE COMPANY.....	46
14.1.	Reasons for Employment Termination	47
14.2.	Notice period	47
14.3.	Absence during notice period	47
14.4.	Holidays.....	48
14.5.	Return of Company property	48
14.6.	Final pay	48
14.7.	References for future employers.....	48
14.8.	Certificate of service	48
15.	FINAL PROVISIONS.....	48
15.1.	Effective date of coming into force of the employee manual.	48
15.2.	Procedure for reviewing the employee manual.	48
15.3.	Declaration of Acceptance.....	49

1. AOS LTD. COMPANY PROFILE.

1.1. Mission statement:

Transforming Africa with ICT solutions and services

1.2. Vision:

Becoming the leading ICT Company in Africa through its gradual business expansion to adjacent nations and beyond.

1.3. Our values:

- Partnership: Transfer ICT experiences and most advanced Technology from KT.
- Speed: Be fast to serve our customers.
- Excellence: Good is not enough, every day brings an occasion to do things better.
- Passion and Care: We constantly focus on our customers in all areas of our business.
- Strength: We win when we play as a team.
- Trust: Integrity and ethics build lasting relationships.
- Efficiency: Adopting proven ICT system & solutions.
- Ownership: We are responsible and accountable for all our assignments.

2. PURPOSE AND APPLICATION

2.1. The purpose of the employee manual.

This Employee manual gives you some of the essential information you need about the Company, and explains our general policies in a simple way.

2.2. Application and implementation.

This HRM manual governs all aspects of the employment relationship between AOS Ltd and its employees and shall apply to all staff of AOS Ltd in Rwanda. The Head of Human Resources Department shall ensure the availability of this HRM manual to all the staff members.

Staff shall adhere to the policies and regulations of this HRM manual in writing by signing a Declaration of Acceptance and a copy of this declaration will be filed in your personal employee file.

2.3. Compliance with Rwandan Laws.

Rwandan Laws have specific requirements concerning employment and other aspects of social, economic, fiscal, political, criminal and other aspects of Rwandan State and People's activities.

This HRM manual shall respect all Rwandan legislation including laws, orders and administrative regulations where applicable including in the employment terms and conditions.

2.4. Policy changes

New employment legislation and changes within the Company may mean that new policies need to be introduced, and existing policies revised. We may also need to make changes to your terms and

conditions of employment. If this happens, we will provide full information on any changes we intend to make, consult with you over those changes and confirm them in writing.

3. COMPANY STRUCTURE AND STAFF CATEGORIES

3.1. Company organizational structure

The management of AOS Ltd is the responsibility of its Board of Directors. The Board of Directors appoints CEO and the CEO appoints other key members of senior management team in the committee to whom it delegates day to day management and this includes staff management. The CEO is accountable to the Board of Directors. In his/her responsibilities and duties the CEO is supported by Heads of departments and most of important decisions are made collegially by the Executive Committee that is constituted by the CEO. Head of departments are proposed and appointed by the CEO.

3.2. Department at AOS Ltd:

- Finance and Planning Department
- Human Resource Department
- Marketing Department
- Consulting Department
- IDC Marketing Department
- IDC Operation Department

3.3. Heads of departments report directly to the CEO.

Each unit headed by managers who report to the head of department. Company organization chart is maintained by HR department and any approved change towards it communicated to all employee in a timely manner to adhere to the reporting changes. The organization chart represents departments, units within the structure and reporting lines.

Review of organizational structure including determination of staff numbers is the responsibility of the Board of Directors following proposal by CEO. Creation, merger or cancellation of jobs is the responsibility of the CEO following proposal by Head of departments.

3.4. Job description

Every position within the AOS Ltd has a job description that indicates the key accountabilities, activities, performance indicators, job requirements and the ideal profile of the job holder. When a new employee is appointed in a specific position, he/she is provided with the job description of that position.

3.5. Staff categories

At AOS jobs are ranked in a scale of categories. From top to bottom the categories, are the following:

- Category 1: Chief level (S7)
- Category 2: Director (S6)
- Category 3: Managers (S5)
- Category 4: Assistant Manager (S4)

- Category 5: Senior Associate (S3-S)
- Category 6: Associate (S3-A)
- Category 7: C/D/R (S2)

4. STARTING JOB AT OUR COMPANY, OUR RECRUITMENT POLICY

4.1. Recruitment principles

4.1.1. Equal opportunities

At AOS Ltd we have an uncompromising commitment to give equal opportunities and an environment based on mutual respect. We will not discriminate against anyone applying for a job or whilst in our employment for reasons of age, disability, marital status, religious beliefs, gender, or any other reason other than merit.

This means that you will always be treated in a fair and unbiased way and that your opportunities to progress will be based on merit alone.

4.1.2. Gender policy

Our Company appreciates the diversity of women and men and affirms the shared responsibility of women and men for the care and maintenance of themselves, their families, their communities and the Rwandan nation.

Our Company is committed to creating gender diverse work force representative of the Rwandan society.

Having a gender diverse work force at all levels of employment strengthens our Company because it makes it possible to embrace a wider range of thinking and action in decision making.

Hence our Company will endeavor to:

- Create an environment in which all employees feel welcome and capable of making positive contributions irrespective of their gender and other differences,
- Hire individuals who are sensitive to gender concerns both while setting up business goals and implementing business and social activities.

4.1.3. Employees with disabilities and health issues

It is our Company's policy to regard all people, with or without disabilities, as individuals and to look at each person's skills and abilities. We will take all reasonable steps to recruit and then support an employee who has a physical disability. We will not discriminate against any prospective or current employees in regards to the physical disability provided it doesn't in anyway affect his/her performance. It is Company policy to require a candidate for employment to undergo a medical examination carried out by authorized doctors in Rwanda during the recruitment process and prior to starting a job at our company.

4.1.4. Marriage of one employee to another.

This marriage shall not affect the contractual status of either spouse, provided each shall not be assigned to serve in a position which is immediately superior or subordinate in the hierarchy of authority to the spouse.

4.1.5. Employment of relatives.

For purposes of this policy, a relative is any person who is related by blood or marriage.

Blood relationship includes family members like: father, mother, child, brother, sister, grandparents and grandchildren. Marriage relationship includes spouse and in-laws. Our Company is happy to consider the employment of relatives. However, relatives will not be recruited or transferred into positions where they directly or indirectly supervise or are supervised by another close family member, or where one would be responsible for auditing the work of the other.

Where one employee has access to confidential information in the normal course of their job, disclosure of that information to a relative who is a Company employee will be considered a serious disciplinary offence. It is the responsibility and the obligation of the employee to declare relative relationship to their direct supervisor and to the Head of Human Resources Department.

4.2. Types of employment contracts

Our company defines different types of employment contracts it applies as follows:

- Permanent Employment Contract: - A permanent contract is granted to an employee who has been hired for a non-limited duration of employment and successfully completed three (3) months of probation.
- Part Time Employment Contract: - A part time employment contract is granted to an employee who works less than forty five (45) hours per week. Compensation is proportional to their hours per days of work. Part time employees don't receive the same treatment as permanent employees particularly when benefits are concerned.
- Temporary Employment Contract: - A temporary contract is granted to an employee who has been hired for a specific duration of employment and/or for a specific assignment. The duration of the temporary contract must be determined and preferably should not exceed two years. The contract can be renewed several times as agreed by both parties. Employees under a temporary contract of employment can be offered all, none or part of benefits entitled to permanent employees.

4.3. Staff planning

Staffing process starts when the Executive Committee establishes Company's organization chart and determines the list of jobs within the organization, job descriptions and requirements and the number of staff needed in every department or unit of the organization.

Periodically or at a certain period of the year (this can be the last quarter of the year but always before establishing the annual budget) the Head of Human Resources requests Heads of departments to express their needs for staff resources. The Heads of departments/units determine their needs in regard with the quantity and the profile of staff they need to achieve their business objectives. The

Head of HR analyses and submits the staff needs to the Executive Committee for discussion and approval. This needs to be rephrased taking into account the Strategic HRM function

4.4. Recruitment procedure

This procedure is applicable to permanent employees and temporary employees. This procedure is not applicable to part time employees and casual employees.

4.4.1. Authority and responsibility for recruitment

Demand and Approval for Recruitment in our Company it's the Department that "owns" the recruitment activity. The Head of department decides the suitable time to recruit, the profile and the number of people to recruit. The Head of department submits his demand to the Executive Committee through the HR department and upon the approval by the CEO; the HR department starts the recruitment process. Any recruitment should not commence until the authorization of the CEO is issued.

4.4.2. Vacancy advertisement

The HR Department publicizes job vacancies through different media: in house public notice, internal electronic mail, press announcement. It can also ask a recruitment agency to take care of the recruitment process.

4.4.3. Internal recruitment

Our Company's policy is to privilege offering open positions to current staff. The Head of Department together with the Head of HR assess the available skills and decide whether they proceed with internal or external recruitment. If the option to carry out internal recruitment is taken notice of job openings is posted and employees are given the opportunity to apply according to their skills and interest. Internal application procedure;

Eligible employees can apply for those vacant jobs for which they possess the required skills, competencies and qualifications. Applicant staff should submit a current CV and a job application letter to the Human Resources Department summarizing job related skills and accomplishments, experience with our Company and prior experience and academic qualifications.

The HR Department shall contact the employee's manager for input, asking for support/ approval and his/her reasons for feedback. Employee's manager is also contacted to verify performance, skills and other requirements of the vacant job. If the staff applicant is successful, the current manager should release the applicant as soon as practicable at a date agreed between the current manager, the manager of the vacant position and the HR Department but the date should not exceed 3 months.

4.4.4. External recruitment

Where there are compelling reasons, external recruitment will remain a feature of our recruitment policy for the following reasons:

- Cross fertilization of ideas including the benefits of new ideas, introduction of new perspectives and experiences the new people would have gained from other organizations;
- Establish a skills base quickly in new areas;
- Identify talent for succession or at key roles and senior levels

4.4.5. Employment application (external candidates)

Any candidate can apply for job offered by AOS on the condition that the candidate is

- at least eighteen (18) years old,
- has not been convicted and proven guilty of any crime,
- has the required skills and qualifications including but not exhaustive, the experience and academic qualifications
- other conditions of employment prescribed by AOS in compliance with the Rwandan Labor Law, orders, conventions and any regulation including recruitment principles and other related policies stated herein this Manual.

Applications are centralized at the HR Department and the entry date is carefully noted.

The recruiting Department and the HR Department carry out the screening of applications and establish a short list of candidates who comply with criteria set up to select suitable applicants.

The HR Department invites short listed applicants by letter, phone or email to prepare for selection testing and interviewing at a determined date. In a normal situation it requires at least seven (7) working days and at the most twenty (20) working days from the date of invitation and the date of test or interview.

4.4.6. Recruitment testing and interviewing.

Depending on the nature of the job we want to recruit for, we use various types of recruitment tests including written test, interview, and psychometric test and on the job test.

- For recruiting in most of the positions we apply written test and interview.
- In some cases and particularly at high levels of management we apply only interview.
- On the job tests are often applied to recruit technical staff at non managerial levels.

Written exam shall be marked out of 50 where applicable and oral interview shall be marked out of 50 where both written and oral interviews have been considered. A candidate to be considered for a particular position shall score 70% in total for both written test and oral interview.

Practical on the job tests are prepared and administered by the Head of department with the involvement of the HR department: the Head of department designates a manager who is knowledgeable in the discipline concerned to prepare and control the process of on the job tests.

Written tests are prepared partly by the Head of department or his/her delegate who is knowledgeable in the discipline concerned and partly by another Manager designated by the Head of HR Department.

The HR Department administers and controls the process of the written test.

4.4.7. Interviews composition of different panels of interview:

- To interview head of department, the panel comprises the CEO and other heads of department.
- To Interview other managers the panel comprises the CEO, at least head of departments and the head of human resources.
- To interview non managerial categories of employees, the panel comprises the head of departments, the head of human resources and any other delegated person from the concerned department.

Our company can contract consultants to carry out the recruitment process at its different steps but the interview panel is always composed of our Company's Management.

4.4.8. Decision to hire.

The decision to hire is based on the results of the testing and interviewing process. The HR Department establishes a report on each step of the recruitment process and that shows the performance of all the candidates.

The decision to hire is made discretionary by the panel of interview and the candidate who scores higher in different steps of the recruitment process and who has the suitable profile for the vacant position is hired.

4.4.9. Final steps of the recruitment process.

Provision of information and establishment of employment contract and personal employee file. The HR Department writes a letter to inform the chosen candidate on the following:

- he/she is in a favorable position to be offered the vacant position;
- the information, documents he/she must provide the HR Department to establish contract of employment and personal employee file;
- other necessary steps including employment medical check;
- If he/she has satisfactorily completed the steps above, the date for signing the Offer letter of employment in which will be also indicated the date of effective appointment or commencement of job.

It's the responsibility of the HR Department to prepare and ensure that both parties, the employee and employer (CEO), on behalf of the Company, sign the employment contract when all the above steps have been completed satisfactorily.

The HR department will then inform the unsuccessful candidates via letter, email or telephone about the outcome of their application endeavors.

Information and documents needed to establish the contract of employment and the personal employee file include but not limited to the following:

- Employees academic/education certificates or documents in notarized copies
- Employees previous employment certificates and references

- Employees job application documents presented during recruitment process
- Employees national social security fund number and personal bank account
- Employees personal details

The employee personnel file will be maintained by the HR Department by filing every document related to your employment history including performance appraisals, salary increments, etc. You will be given 10 days from the commencement of your employment to do so.

Personal details include your home address, contact telephone numbers, and who to contact if you are taken ill at work, your family composition and details of your beneficiaries, as well as any other relevant key information. We use this information for medical insurance, social security, payroll, emergencies and tax purposes, so you should inform your Manager and the HR Department immediately if any of these details change.

AOS relies upon the accuracy and the reliability of information contained in the employment application and CV as well as other data provided by applicants or employees throughout the recruitment process and during employment. Any misrepresentations, falsifications or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

Our company may decide to check the employment references provided by applicants in order to verify whether people who are employed or to be employed have the skills, experience and potential for the desired performance.

4.5. Your place of work and relocation

Redeployment is a condition of your employment with AOS. You will be given advance notice in any case and the new work station will be within reasonable travel distance. This may be temporary or on a permanent basis.

4.6. Job content

When we appoint you in a specific position, we provide you with the job content and with the job description of that position. In addition, you're expected to comply with all reasonable requests from your Manager to assist with additional tasks. Upon employee's commencement date, the line manager will provide job induction, communicate clearly his/her expectation for the first three months and six months for that position holder.

4.7. Probationary period.

Newly recruited employees will serve a probation period that will not exceed six (6) months with the Company. Employee's line manager will share with the employee probationary performance evaluation form upon commencement of employment. This form will be submitted to HR Department within the first two weeks of employment after being filled and signed by both the employee and his/her line manager.

If problems arise during the probationary period that the company feel cannot be overcome, the company management may terminate employee's employment without notice at any time during the

probationary period. Reasons for ending employee's employment during the probationary period include poor conduct, unsatisfactory performance, poor attendance, repeated lateness and unsatisfactory references. These are examples only and the list is not exhaustive. Should an employee be absent from work during his/her probationary period for three days or more, his/her probationary period may be extended by an equal period of time.

4.8. Confirmation in appointment.

One week before the end of the probationary period, employees' line manager will be requested to provide to the Human Resource department the employees' evaluation report, similarly the employee under probation will be request to prepare for end of probation evaluation by the management.

No confirmation will be given to an employee whose performance is under expectation. The probation performance evaluation will be based on line manager's evaluation report, employee's end of probation presentation to the management. The Head of HR writes a letter approved by CEO to the concerned employee communicating the final probation decision.

5. CODE OF BUSINESS & PERSONAL CONDUCT

5.1. Introduction

AOS Ltd is committed to meeting the highest standards of business conduct. We make this commitment to our shareholders, our customers and our colleagues, not only because of our legal obligation, but because we feel it's the right thing to do. Our reputation depends on a reputation for integrity and quality in everything we do and this reputation rests with you, and with everything you do while you are at work, so please take this responsibility seriously.

We expect you to give the Company your best efforts at all times, to always act with integrity and professionalism, and to be a good ambassador for the Company. We strive to treat employees fairly by offering competitive rates of rewards, benefits and working conditions; by maintaining strong communication, so everyone knows what's important and why; and by providing a challenging, fun work environment. We recognize and respect the diversity of our workforce and the contributions of each employee. We all have the opportunity to make a difference. Everyone in this company has a voice, and everyone is responsible for speaking out. It's all part of taking ownership of our work. Initiative, creativity and quality are vital to our continued success.

5.2. Harassment

We have a zero tolerance policy on all forms of harassment, and believe that everyone has the right to be treated with respect at work. We are committed to creating a work environment that is free from harassment. Harassment at work is illegal, and the Company and the harasser may be held accountable for such actions, required to pay damages and be liable to criminal prosecution. Harassment takes many forms, from relatively mild teasing to actual physical contact and violence. You may not feel that your behavior constitutes harassment, but you need to consider that what is acceptable to you may not be acceptable to someone else.

Harassment is defined as unwelcome behavior, including that of a sexual nature, by one person towards another.

Examples of harassment include:

- Insensitive jokes and pranks
- Comments about appearance
- Unnecessary body contact
- Gossip about another employee's private life and activities
- Threatened or actual violence
- Intimidating behavior
- Racial and sexual harassment can also take many forms, from inappropriate language and behavior to actual abuse.

Examples of racial and sexual harassment include:

- Insensitive jokes related to race and sex
- Racial or sexual related pranks
- Deliberate exclusion from conversations or activities
- Abusive, threatening or insulting words and behavior
- Displaying racially abusive or sexually explicit materials which can be written statements, jokes, pictures or electronic mail
- Lewd comments about appearance
- Requests for sexual favors

The examples given here are not exhaustive but intended to give you broad understanding of what is not acceptable. Harassment of any kind will be treated seriously and will result in disciplinary action being taken against individuals involved in it.

5.3. Bullying at work

We believe that all employees have the right to be treated with dignity and respect at work. Bullying is harmful and not acceptable in any way. Bullying is defined as any unsolicited or unwelcome act that humiliates, intimidates or undermines the individual involved. No form of bullying is acceptable at work. You are expected to do what you can to ensure bullying does not take place at our Company.

Here are some examples of what may constitute bullying, and should be considered in terms of the distress they cause. It is the perceptions of the recipient that determine whether any action or statement can be viewed as bullying. The list is not exhaustive and includes:

- Derogatory remarks
- Insensitive jokes or pranks
- Insulting or aggressive behavior
- Ignoring or excluding an individual
- Setting unrealistic deadlines
- Public criticism

- Substituting responsible tasks with menial or trivial ones
- Withholding necessary information
- Constantly undervaluing effort

5.4. Loss prevention

We are aware that we are at a high risk of loss due to the nature of our business. Everyone has a part to play in loss prevention and it is everyone's role and responsibility to conduct themselves in a manner that reduces the risk of loss or harm to the customers, themselves, their colleagues and the Company. We also believe that you hold the same values and beliefs of trust, honesty and integrity that we do. However, we are aware that our trust may be compromised on occasions and where this happens we will conduct an investigation in order to identify the person(s) responsible and take the necessary action. The investigation may lead to disciplinary action, the police being informed and civil action being taken by the Company to recover any losses that have occurred, including the cost of the investigation process. We are all expected to protect and preserve customers' property, Company assets, including cash, product and other property, without putting ourselves, other staff or customers at undue risk of injury. Managers are responsible for ensuring loss prevention controls are integrated into all work activities.

5.5. Security checks and searches

To protect customer's and/or Company property and your personal belongings, we reserve the right to carry out checks and searches without notice. These do not in any way cast suspicion on you. We may search your outer clothing, pockets, bags, belongings, locker and vehicle at any time when you are arriving at or leaving work. It is a condition of your employment that you agree to any such checks and searches. A member of management or the Loss Prevention team will carry out checks and searches and will always obtain your consent first (searches of outer clothing will be conducted by someone of the same gender as you). If you refuse consent, we reserve the right to suspend you without full pay whilst we carry out the necessary investigations. You may be accompanied by a Company employee during a check or search should you so request it.

Checks and searches may be routine, random or reactive:

- Routine checks: - This is the daily check of your bags and outer clothing. Please offer up your bag(s) for inspection every time you leave the work place or coming for work.
- Random checks:- These types of checks are random in date, in occurrence or in terms of who/what is checked
- Reactive checks: - These checks are typically carried out if any accusation is made, or if something is reported lost or missing.

5.6. Removal of Company property from premises

The Company has a 'no waste' policy and all property on Company premises is deemed to belong to the Company with the exclusion of personal possessions. No item can be removed from any Company owned or run premises without written permission of the respective Manager. This includes any item, regardless of whether it has no sales value, such as any promotional goods or gifts made with purchases, as these items still have a value to the Company.

5.7. Conflicts of interest

Any decisions that you make about your work should be made solely in the best interest of the Company, not for personal benefit. Therefore you should avoid any actions that create, or appear to create, conflicts of interest with the Company. If you are ever unsure you should speak with your Manager.

5.8. Gifts and entertaining

You should never accept anything of value from a customer or supplier to the Company when doing so might compromise, or appear to compromise, the objectivity of your business decisions.

You should never solicit gifts from any third party. This includes, but is not limited to, money or non-cash gifts, tickets to events, gift certificates, meals, trips or visits. The only exceptions to this are small gifts such as biscuits or confectionery, for example when given by a customer for good service, which must be kept in the store and shared with your colleagues. No arrangements or reciprocal agreements should be made with any other business. The acceptance of gifts as inducements may result in disciplinary action up to and including dismissal.

5.9. Private business on Company premises

You are not permitted to conduct any type of business for your own or another's benefit from or on Company property. This includes any direct and betting. No collections of money should be made without the permission of the Manager.

5.10. Press and media enquiries

You are not authorized to speak to the press about confidential matters concerning AOS Ltd or any of its subsidiaries unless authorized to do so.

5.11. Exposing wrongdoing

You may see or hear a colleague doing something illegal or inappropriate but feel nervous about voicing your concerns, possibly out of loyalty or through fear of repercussions. We take all forms of wrongdoing very seriously, so if you are aware of it you have an obligation to tell your Manager or any other Manager you feel comfortable to talk to.

It is in nobody's interest for you to remain silent.

Ask yourself the following:

- Is that the right thing to do?
- Is it legal or is the person authorized to do it?
- Is the action permitted under Company's policies and procedures?
- Will this damage the image and reputation the Company?

It is not possible to list every form of wrongdoing, but we would ask you to report any of the following:

- Breaches of sales and security procedures, theft, fraud or any other criminal offence such as assault
- Failure to comply with health and safety regulations

- Harassment or bullying
- Actions intended to conceal any of the above
- Behavior which might damage the reputation of the Company

If you are aware of any dishonesty, or any willful act(s) or omission of act(s), or negligence, by any other person that could lead to a loss and you fail to bring it to the attention of the relevant person, it will be considered a breach of trust and could mean that you are subject to disciplinary action.

We will protect the confidentiality of those involved in exposing malpractice as far as possible, consistent with the need to investigate and resolve the problem.

5.12. Wrong Use of Company property

Company property, including supplies, equipment and any kind of property, should be used for business purposes only, and not for personal use. Taking or using Company equipment of any value for personal use without permission is stealing, and will result in disciplinary action being taken against you. You are also referred to the section entitled 'Exposing wrongdoing'.

5.13. Other employment

We do understand that the AOS Ltd job may not be your only job, but ask you to avoid situations where any other employment becomes a conflict of interest or affects your ability to do your AOS job to a high standard.

You may not work with a direct competitor company whilst you are employed by AOS, since this represents a conflict of interest. If you have other employment, and your total working hours exceed 45 in a week, you must inform your Manager. You may be required to reduce your working hours overall to ensure they do not exceed 45 hours.

5.14. Confidentiality

You acknowledge that certain information which you obtain during your employment with the Company is highly confidential and that the Companies may suffer loss or damage should any such confidential information concerning its business or affairs be disclosed to third parties.

Except in the proper performance of your job or with the written consent of the Company, you shall not make use of or disclose (whether directly or indirectly for your own or another's benefit or purposes) any information of a confidential or secret nature which arises out of or comes to your knowledge during the course of or in connection with your employment.

This includes but is not limited to any document marked 'Confidential', any information which you have been told is 'Confidential', or which you may reasonably expect the Company would regard as 'Confidential' or any information which has been given to the Company in confidence by customers, suppliers or other persons concerning the business of the Company. Breach of this term will result in disciplinary action which may lead to your immediate dismissal. This obligation shall continue to apply after the termination of this agreement (howsoever caused) without limit of time.

References to 'information of a confidential or secret nature' means but is not limited to all commercially sensitive information and data owned or possessed by or licensed to the Company,

including but not limited to: past or proposed business dealings or plans; proposed prices; customer and supplier lists; staff lists; staff details including salaries and benefits; sales and marketing programmes or policies or plans; project notes; terms of existing contracts; product specifications; techniques; trade secrets; know how; manufacturing methods; equipment; ideas; discoveries, improvements and inventions (whether or not in writing); processes; procedures; designs; data; formulae; concepts or other information relating to any other aspect of the Company's business in whatever medium.

5.15. Email and the internet

Accessing email and the internet for personal purposes must be done during your own time and using your own computer equipment. Under no circumstances may you access, download or send offensive or pornographic materials on Company computer equipment. This includes jokes and other correspondence that you personally consider to be humorous. Abuse of email and the internet systems will result in disciplinary action and, in serious cases may result in dismissal. The Company reserves the right to monitor and read the content of all documents and graphics passing through the email system, and may do so on a regular basis.

5.16. Alcohol and drugs

You must not be under the influence, smell of, or display the after-effects of alcohol (for example hangover), illegal or non-medically prescribed drugs or be affected by the abuse of solvents or similar substances whilst at work.

Under no circumstances may you use, sell, possess, purchase or transfer illegal drugs on Company premises, in Company vehicles or during work hours. Drinking during working hours or on Company premises is not allowed. On these occasions you are expected to behave in a reasonable and professional manner.

Alcohol and illegal drugs must not be brought on to our premises. If you are reasonably suspected of being in possession of or under the influence of alcohol or drugs, you will be suspended from work immediately and may be subject to disciplinary action up to and including dismissal.

5.17. Dress code and personal standards

You represent the Company not only through your actions and your attitude but also your appearance, and your personal presentation and professional attitude make a significant difference to our image and customer perception. You are therefore expected to wear decently while on duty. If we feel your appearance is not acceptable, you shall be informed about it and you will be expected to rectify it before continuing with your work.

5.18. Other important office etiquette

- Keep personal cell on vibration mode, or answer promptly any telephone that rings in the office
- Avoid speaking too loudly either on phone or otherwise, please step outside if you have too
- Avoid eating at your desk when dealing with visitors

5.19. Customer care:

The company aim is to provide its customers with prompt and efficient service.

As an employee you are expected to show a welcoming attitude towards the company's customers.

Ignoring customers or responding to them in an aggressive tone is prohibited.

5.20. Prohibition of politics at work place:

You are entitled to political affiliation and so are your workmates.

It is prohibited to impose political views on workmates or engage in political dialogue during working hours or at work place.

Any form of discrimination that is based on political views is strongly prohibited.

5.21. Compliance with Professional Standards:

Whereas every job at AOS has its minimum requirements and expectations, you are expected to comply with professional standards while executing your day-to-day duties.

You shall be expected to follow minimum work ethics even when you were not given clear guidelines.

Reckless or careless execution of work is prohibited.

5.22. Locking away valuables

Do not bring large amounts of money, jewelry and/or valuables to work. The Company does not accept liability for the loss of or damage to your personal possessions while at work and you will not be reimbursed for such losses. You must always use the locker that has been provided for you.

5.23. Lost property

If lost property is found on Company premises, it should be passed to the Manager immediately. Under no circumstances should you retain property that you find at work place that does not belong to you.

6. WORKING HOURS AND WORK SCHEDULE

6.1. Attendance and Punctuality

To maintain a productive work environment our Company expect from its employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on our Company. Poor attendance and excessive tardiness are disruptive and may lead to disciplinary action and including termination of employment.

6.2. Managing Attendance

Attendance is regularly monitored in order to deal promptly with unacceptable levels of absence.

Attendance related issues will be categorized in the following 3 ways:

- Absenteeism which we have reasonable grounds to believe is not due to genuine reasons.
- Short term and persistent non-attendance, even if the reason for non-attendance is genuine, your ability to attend work on a regular basis will be assessed.
- Long term non-attendance for a clearly defined reason supported by medical information.

6.3. Return to work interviews

Every time you are absent from work you will be seen on your return by your Manager who will discuss your absence with you (they may also decide to conduct a 'return to work Interview'). You must be prepared to discuss the reasons for your absence with your Manager.

6.4. Working Hours, Schedule and Shifts

Your contracted hours of work are set out in your contract of employment. The normal work schedule is forty five (45) hours a week distributed over five days a week according to particular schedules that may differ from a department to another. Employees have liberty to determine the appropriate hour in the morning to report to work and ensure he/she dedicates nine hours for work daily. The starting hour can either be 8:00am and ending hour 6:00pm. Each employee is entitled to one hour for lunch break, however in case an employee foregoes his/her lunch break, he/she can leave one hour earlier. Daily schedule should be strictly adhered to and no lateness will be tolerated.

The manager will avail to all employees the departmental work schedule. Shifts for the month or the week will be decided by the Manager and displayed as early as possible in the week before. Any temporary change to your availability which results in you wanting to switch shifts, for example a Saturday off for a wedding must be made at least two (2) weeks in advance. Requests are not automatically authorized and are dealt with on a 'first come first served' basis, so please give as much notice as possible. You should keep your Manager informed as far in advance as possible of any restrictions on your availability for work.

We may not be able to accommodate any last minute changes that you request. If you're regularly work hours over and above your contracted hours, you should discuss this with your Manager as your basic contracted hours may need to be adjusted. The nature of our activities is such that a flexible attitude to your working hours is essential. You may regularly be asked if you can work over and above your contracted hours.

6.5. Overtime (additional work hours)

Overtime is the period of time during which urgent work is performed beyond the normal working hours at the request or prior approval of the Manager. It's the responsibility of the employee's direct Manager to decide overtime and to appoint employee to work overtime.

Overtime can be compensated in different ways: (permanent or temporary) overtime allowance or by hours off. The Senior management Committee/team will set a policy to clarify when overtime is allowed , which type of compensation will be applied and at which level, which employee are eligible to compensation in allowance and in hours off and those who are not eligible to compensated overtime.

6.6. Saturday, Sunday working and Night Working.

The nature of AOS Ltd activities will be throughout the week, and your contract of employment with our Company may require you to work on working days and weekend inclusive. As you have opted to work with AOS Ltd, it is preferable that you are available to work on as many days as possible, including weekends. We are, however, required to notify you of your statutory right to opt out of working on a Sunday.

Our company organizes night shift and informs all concerned employees at least one week before that they are planned to work in the night. Our employees must be prepared to work in the night and will be required to accept that as part of their contractual obligation.

Compensation for additional hours worked and for work on Saturdays, Sundays and holidays.

In case where an employee is requested to work additional hours and on Saturdays, Sundays or during holidays, he/she shall be entitled to get a compensatory day (s) off. The decision to work additional hours and on Saturdays, Sundays or during holidays must be taken by the Head of department. Member of the Executive Committee and Managers may also work on weekends or public holidays and may be compensated in time off for additional hours worked only if the CEO decides to compensate them.

7. LEAVES MANAGEMENT

7.1. AOS Ltd acknowledges that staffs are entitled to leave of absence for a number of reasons:

- To ensure that staff absence is kept to a minimum through effective management;
- To provide support, in consultation with the medical practitioner, to staff with health problems;
- To ensure that all staff are treated fairly and constantly in line with good employment practice;
- To assist in employees return to work, where appropriate, through an agreed rehabilitation programme.
- The employer has a responsibility to support staff in furthering their knowledge & skills.

7.2. Line managers are responsible for:

- Ensuring that the policy relating to the granting of leave is implemented.
- Allocating leave in a manner so as to ensure company needs are met at all times during the year.
- Ensuring that staff development is promoted through granting of study leave.
- Considering each staff member's right to leave at an appropriate time
- Maintain accurate leave records

7.3. Types of leaves include the following:

- Annual leave
- Sick leave
- Incidental/occasional leave/compassionate leave
- Education/study leave
- Unpaid leave

In addition staff are also entitled to public holidays together with days declared as idle by the public authorities. This document sets out the procedure for the application and authorization of leave, and

the terms and conditions applicable to the leave entitlement, including the duration of leave and whether the leave is paid or unpaid.

The procedure & individuals responsible for granting of the leave

All employees wishing to take leave must complete an application form and forward it to their line managers for authorization and approval. A copy of the signed form must be sent to the Human Resource department so that it can be placed in the employee's personal file and for record purpose.

If an application for leave has been refused, the line manager will give the employee the reasons for refusal and, if appropriate, will be offered alternative dates for leave. It is the responsibility of the line manager and Head of department to plan and approve the leave application for their departments while ensuring that work continues uninterrupted.

7.3.1. Annual leave.

All staff are entitled to 21 working days annual paid leave after each year of continuous service including the probationary period. No employee shall be allowed to accrue more than two leave periods except when the exigencies of the service so demand. Annual leave accrues from the date of commencement of employment with AOS and is calculated on a pro-rata basis.

Employees must submit a request for annual leave to their line manager at least one week in advance of the first date of the annual leave. It is for the line manager to accept or refuse the leave depending on the operational needs of the department. However, annual leave will not unnecessarily be denied.

N.B

- No staff will be allowed to take his/her annual leave until the leave is approved.
- Staff should set up & strictly follow the annual leave plans of their departments/units. All leave plans should be submitted to Human Resource Department by February of each year.

7.3.2. Sick leave.

The Policy relating to the granting of sick leave includes;

Sick leave is granted in cases of illness or injury which is diagnosed by a recognized medical doctor. Employees will be entitled to full pay whilst on sick leave for the three (3) first months as specified in the labour code.

If an employee is absent from work due to sickness, he/she must obtain a medical certificate from the recognized doctor and send it to the line manager together with a filled leave form. The line manager will forward the above to the Human Resource Department for handling. Absence will be recorded in the employee's file to ensure that accurate records are maintained and that each employee is dealt with in a fair and consistent manner.

7.3.3. Payable sick leave

All sick leaves that are diagnosed and certified by a recognized medical doctor and submitted to the line manager and HR department in a timely manner and do not exceed the first three (3) consecutive months.

When any employee's frequency of sick leave becomes often in a short span of time, the line manager will discuss with the employee his/her attendance record and the detrimental effect of absence on the performance of the job. The line manager will state the acceptable standard of attendance required and, where appropriate, offer assistance and agree to a course of action.

The line manager in consultation with the Human Resources Department will decide on the most appropriate course of action, which may include any of the following:

- Referring the employee to professional counsellor's services;
- Improving any work situation which may be causing the problem.
- Re-affirming the expected standards and the time-scale in which they are to be achieved;
- Warning the employee formally and confirm in writing that the failure to improve attendance may result in dismissal under the capability procedures.

If the attendance continues to remain unsatisfactory, the line manager will arrange a formal meeting under the capability procedures with the employee and the Human Resource Department. The employee will be given 5 days' notice of the meeting.

A follow-up interview will be arranged to review the employee's attendance. Where there is no satisfactory improvement, or if the improvement is not sustained, the employee will be referred to a medical practitioner for examination if this has not been previously carried out.

From the contents of the medical report in relation to the responsibilities of the employee in question, the line manager and the Head of Department in consultation with the Human Resource Department and top management will decide whether to:

- Provide more time (three months) for improvement in performance;
- Consider suitable alternative employment, where appropriate;
- Terminate the contract of employment on grounds of incapability.

Where the employee is absent from work due to long term sickness, the line manager will maintain contact with the employee and offer any assistance, which may be appropriate. Where long term sickness absence is for a clearly defined period due to infectious diseases, injury, surgery or chronic illness, and it is anticipated that the employee will return to work within a reasonable period, the employee will not normally be referred for medical examination.

7.3.4. Non-payable sick leave

All sick leaves that are not reported within the first two working days will not be entitled for a sick leave payment. All long term sickness absence that exceeds the first three (3) consecutive months will not be entitled for sick leave payment.

Where the employee's recovery period is uncertain and the absence is likely to continue significantly after the first three (3) months, then the line manager will advise the employee that he/she will be referred to a medical practitioner for medical opinion. The purpose of the medical report is to provide the manager about the likely duration of the absence and the longer term implications for the employee's fitness for work.

Once a report has been obtained, the line manager and the Head of Department, in consultation with the Human Resources Department, will consider, in the light of the report, whether the employee is likely to return to work.

The line manager, Head of Department and the Human Resources Department will arrange a meeting with the employee to discuss the options available. These options may include the following:

- Where the employee will be fit to return to work in the near future, no further action will be taken;
- Where the employee is unfit to perform his/her current duties but is capable of carrying out other duties, suitable alternative employment will be considered. This may be either lighter or part-time work. However the employer will be under no obligation to create a job for the employee;
- Where the employee is unfit for work and, or, there is no suitable alternative work, the employee may either be:
 - Retired on grounds of ill health in accordance with the appropriate pension scheme; or
 - Dismissed on grounds of incapability.

Appeals

Where an employee wishes to appeal against the decision on grounds of capability due to health reasons or attendance records, notice of appeal must be submitted to the CEO within 14 calendar days from date of receipt of the decision.

Appeals against the decision will be heard by an Appeal Committee normally within 14 working days. The Appeals Committee will comprise of members of the Senior Management Team.

7.3.5. Incidental/Occasional leave

Granting incidental leave is to coincide with the events that motivate them. Incidental leave cannot be divided up and cannot be deducted neither from the paid annual leave.

In case an incidental leave becomes effective at the same time as another legal leave, the incidental leave suspend the legal one which continues immediately after the last day of the incidental leaves period.

Every employee shall enjoy occasional leaves with full payment in the event of one of the following circumstances occurring in his/her family and according to the limitations provided:

Wedding

- Worker's wedding 4 working days.
- Wedding of a legal child 2 Working days.

Paternity leave

- Legitimate wife giving birth 4 working days

Death

- Spouse 6 working days
- Parents or child by birth 6 working days
- Brother or sister 6 working days
- Father in law or mother in law 2 working days
- Brother in law or sister in law 2 working day
- Grandparents 2 working days

Transfer

- Worker's transfer 2 working days

Note that any other incidental leave not mentioned from the above categories shall be deducted from your annual leave days.

Compassionate leave must be taken at the time of the event and cannot be taken at a later date after the event as an entitlement. However, where compassionate leave has been denied by the company because of the exigencies of the service, the leave can be taken at a later date.

In cases of events, which are foreseen, e.g. wedding, the employee must submit an application for leave at least 5 working days in advance of the event.

7.3.6. Maternity leave

Employees are entitled to maternity leave of twelve (12) consecutive weeks of which she may decide to start benefiting from this leave two (2) weeks before the tentative date of delivery.

In occasion were the employee delivers a still-born or whose infant of less than one month of age is dead shall benefit from a leave of four (4) weeks as of the day the event occurred.

The employee shall provide to her employer a medical certificate signed by a doctor confirming:

- The expected date of delivery before starting of the maternity leave;
- The exact date of delivery.
- OR the employee should provide the birth certificate of the child and fill the leave application form.

7.3.7. Breastfeeding period

For a twelve month period starting from the day on which an infant is born, every breastfeeding employee is entitled to a rest period of one (1) hour per day, to allow her to breastfeed the child. The legal rest granted to mothers who breastfeed shall be deducted from the work time and shall be paid.

Remuneration during maternity leave

Every employee has the right to her entire salary during maternity leave of twelve (12) consecutive weeks. She shall also keep enjoying the right to other types of benefits

7.3.8. Resuming work after maternity leave

The employer shall not give to employed woman a notice of contract termination which is included in her maternity leave. At the end of maternity leave, the woman shall resume her work or be given another post with the same position and salary as she used to have before she was on maternity leave.

7.3.9. Additional leave in case of complications

Should there be any complications due to delivery and which are ascertained by a recognized doctor, the employer shall grant to the woman a paid prolonged maternity leave in addition up to a maximum of one month.

Likewise, in case of complications bound to delivery and which are certified by a recognized doctor, the employer allows the woman to take a paid prolonged maternity leave of one month maximum, in order to protect the child's health.

7.3.10. Educational/ Study leave.

Staff who attend education/ professional courses as part of their planned training and development by AoS will be entitled to the leave in accordance to the Training and Development Policy and Procedure.

Examination (public and professional)

Employees who are required to take time off during work to undertake public or professional examination will be given leave.

However, leave will be restricted to a maximum of 5 days per year. If the examinations are part of the employee's planned training and development or if the qualification provides a benefit to AoS, then the employee will be entitled to paid leave.

However, if it is not part of the employee's planned training and development programme, then the employee shall be granted up to 5 days' unpaid leave or may be entitled to take the appropriate number of days' annual leave.

7.3.11. Unpaid leave

Unpaid leave must be applied for at least one month in advance and each application will be judged on its merits.

Sick leave without reporting to the hospital management or any other unauthorized absence will also be treated as unpaid leave and the concerned staff will be liable to disciplinary action.

7.3.12. Authorized absence

Authorized absence for (1) one day maximum not deducted from annual leave may be granted to an employee by his/her immediate supervisor, for duly justified reasons. However, an employee shall not be granted an authorized absence for more than ten (10) days per year

7.3.13. Unauthorized absence

Unauthorized absence will be defined as any absence where the employee is absent from work without prior permission. Procedure for dealing with unauthorized absence where an employee is absent from work and has not reported that he/she is sick, and the staff has made no attempt to contact the line manager to establish the reason for his/her absence, this will be considered as unauthorized leave of absence.

Where no satisfactory explanation is given for absence, the disciplinary procedures will be invoked. The employee will have the appropriate number of days pay deducted from his/her salary for non-attendance at work.

8. PERFORMANCE MANAGEMENT

8.1. Purpose

The purpose of the policy is to ensure a shared understanding throughout the company of the performance management process clarifying the purpose, roles, responsibilities and expectations. Performance management helps to create a shared understanding throughout the company of its objectives and values; it also helps to focus teams and individuals on the achievement of these.

8.2. Roles and Responsibilities

Human Resources:

- Ensuring that the policy is implemented consistently throughout the organization.
- Supporting managers and staff in the interpretation and implementation of the policy.
- Advising on all aspects of performance management.

Line Managers:

- Implementing and adhering to the policy, principles and procedures.

All staff:

- To participate in the process.
- To adhere to the policy and principles.
- Maintain confidentiality.

Fundamental to the approach is:

- An agreement between the staff member and manager about what is to be achieved, to what standard, how and by when, by setting clear objectives.
- An agreement between the staff member and manager in relation to the skills, knowledge and competencies needed to achieve these objectives and support from the manager to ensure the development of these.
- Regular, joint review of progress against the above to ensure continual improvement of performance.

8.3. Aims:

The aims of performance management in AOS are to:

- Promote good management practice and reinforce our vision, mission and values in our management practice.
- Ensure AOS work is of a consistently high quality.
- Deal promptly and effectively with performance issues and improve individual's performance and understanding of the role.
- Encourage and support personal development and organizational learning.

8.4. The Benefits of Performance Appraisal

If carried out effectively, a performance management process will provide benefits for the Individual, the line manager and the company.

8.4.1. Benefits of appraisal to the individual employee:

- The employee receives valuable feedback on their performance.
- The employee can discuss in depth precisely what is expected of them.

- The employee gains recognition of his or her efforts.
- Any problems restricting the employee's progress can be recognized and addressed.
- The employee has the opportunity to formally discuss their development and training needs.

8.4.2. Benefits of appraisal to the line manager:

- The line manager's relationship with the employee can be strengthened.
- Information from the employee may contribute to improvements in the job design.
- Focus on each member of staff as an individual, and agreed actions to develop each individual's performance, can contribute to better overall performance in the line manager's area of responsibility.

8.4.3. Benefits of appraisal to the company:

- Problem areas can be highlighted and possible solutions discussed
- Line managers have the opportunity to review how each employee's strengths can best be utilized within the organization.
- Discussion of employees' ideas and expectations enhances communication in general.
- Line managers are provided with a forum to communicate the aims and future direction of the department and organization.
- The organization's training needs can be analyzed.

9. PERFORMANCE MANAGEMENT PROCESS

9.1. Planning work and setting expectations:

This is usually done prior the commencement of fiscal year for the company. The direct manager initiates a dialogue with employee under his supervision in order to discuss and agree on specific elements (accomplishment) such as products or services the employee will have to accomplish at the end of the year.

This dialogue is done in a climate of mutual trust, transparency and impartiality and its outcome is a formal written and signed agreement on performance plan to be achieved by the employee.

9.2. Continually monitoring performance:

This is formal performance evaluation as well as informal reviews. Informal reviews are expected regularly between a supervisor and the employee. This help avoiding surprises at the end of year evaluation and keeps the dialogue ongoing. Mid-term performance evaluation is conducted to check if the employee is on the right track in performing his objectives.

In the performance appraisal the immediate line manager shall have a discussion with his supervisor before finalizing a written performance appraisal report.

The process involves:

- Regular and constructive feedback from the manager on progress against agreed accomplishment, adjusting the objectives if necessary and identifying the actions needed by the individual and/or manager to ensure the objectives are met.
- Actively learning from experience through the analysis of what went well or what could have been improved, why and what needs to be done differently in the future.

- Dealing with performance problems as and when they arise, so that they can be resolved quickly and effectively.

The employee shall make comments and sign the report and obtain a copy. End year evaluation takes place between December and early January. The outcome is the employee appraisal that can result in the following appraisal scores:

- Exceptional/Outstanding when objectives have been achieved at 90% and 100%
- Very Good when objectives have been achieved at a level between 80% and 89%
- Good/Proficient when objectives have been achieved at a level between 70% and 79%
- Needs Improvement when objectives have been achieved at a level between 60% and 69%
- Inacceptable when objectives have been achieved at a level under 50% and 59%

9.3. Developing the capacity to perform:

In the performance appraisal discussion supervisor and employee shall agree on the performance improvement plans and personal development. Such personal development initiatives may include on job coaching, trainings, professional education, study tours, industrial attachment and many more other forms. The primary responsibility for development rests with the individual. The supervisor's role is to provide the necessary support (e.g. coaching, time, funding) to ensure the needs are met.

Employees who are unable to meet performance standards over the long term (after training and coaching) may be placed on probation, offered a more appropriate role for their competencies, or terminated. Any change of position must be fairly negotiated with the employee to avoid any claim of constructive dismissal.

9.4. Periodically rating performance in a summary fashion:

Rating in this context means evaluating employee or group performance against the elements and standards in an employee's performance plan, summarizing that performance, and assigning a rating of record. The key element to consider at this stage is the source of feedback aligned with the feedback. Departments/ units are open to use variety of sources that provide the best picture of performance depending on the element and standard being measured.

9.5. Rewarding good performance:

Rewarding in this context means providing incentives to and recognition of employees, individually and as members of groups, for their performance and acknowledging their contributions to the company's mission. There are many ways to acknowledge good performance, from a sincere "Thank You!" for a specific job well done to granting the highest level, company-specific honors and establishing formal cash incentive and recognition award programs.

9.6. Handling disagreements during the performance management process:

If at any point in the process there are disagreements, or issues affecting the working relationship, between the supervisor and the employee these should be raised in the first instance in the review meetings and a commitment and plan agreed to resolve them. Progress should be jointly monitored and reviewed. If the matter cannot be resolved in this way, the grievance procedure should be used.

9.7. Appraisals

In exceptional cases where there is a difficulty in communication between the supervisor and the employee, it may be helpful during the appraisal process to involve an objective 'observer'. The 'observer' may be the line manager's supervisor, the HR Manager or another colleague who both the employee and line manager find acceptable.

The observer's role may vary depending on the issues of concern but is likely to involve observation and/or facilitation of the process as necessary. The role, expectations and remit should be agreed among all parties beforehand.

9.8. Record keeping

Good record keeping is a critical part of performance management for a number of reasons:

- To be able to monitor progress over time against objectives and development plans.
- To ensure any agreements made are clear and open to scrutiny if necessary, for example, in cases of disagreement, management of poor performance and the use of disciplinary and grievance procedures.
- As a point of reference when considering reward decisions

Necessary records

HR Depart will keep all employee copies of appraisal in personal file. Records should be kept of all review meetings as follows:

- Appraisals: The annual appraisal forms should be completed, agreed, and once signed by all relevant parties and a copy sent to HR.
- Monthly Review: Minutes of the 6 monthly review, including feedback, agreed actions, adjustments to the work plan.
- Regular Reviews: Notes of the regular review meetings should include feedback and action points and must be kept by both the supervisor and the employee for reference.

9.9. Monitoring the performance management process

HR will review the appraisals to ensure they are carried out in line with the policy and following up with supervisors any issues of concern in relation to the process as well as drawing out organizational staff development issues. When all appraisals have been submitted as per

agreed set date of a month, HR will monitor this to ensure all the appraisals have taken place and appraisal forms submitted.

10. TRAINING & DEVELOPMENT

10.1. Purpose

Training and development policy seek to give guidelines on the training and development of employees' that have a skills need or career path. The policy emphasizes the importance of maintaining a continuous learning environment to develop a core of well-trained individuals whose performance will enhance the company's abilities to perform at a level that is consistent with growth and profitability objectives.

The policy of the company is to ensure that all personnel are trained and become sufficiently experienced to the extent necessary to competently and effectively undertake their assigned activities and responsibilities. It is also the aim of the company to encourage its employees' to make the most of self-learning opportunities to realize their own personal potential and growth.

The company shall attempt to create a learning environment where employees' will be prepared to accept change, develop new skills and take responsibility for their own continuous learning, in partnership with their line manager and HR department, to ensure their effective contribution to the successful achievement of both business and personal goals.

10.2. Objectives

AOS Ltd, training objectives are:-

- To ensure that AOS has employees with the appropriate knowledge, skills and behaviors to meet its business objectives in both the short and long term.
- To allow our employees to achieve their potential and career aspirations.

Focus on training commences as soon as an employee joins the company. General and industry induction courses are held, and training continues throughout the employee's career. The company strongly supports employee focus on self-directed learning, and employees are encouraged to take steps to identify self-directed learning tools and to take initiative in self-development.

10.3. Components

Annual Performance Appraisal

The company has an annual performance appraisal for each specific job description, which provides the department heads and line managers with the opportunity to review each employee's performance. This will provide a mutual opportunity for developing objectives and agreeing targets in order to enhance personal performance and create training and development plans.

The head of department will periodically review the success of any training and development plans according to the time frame agreed during an appraisal meeting.

10.4. New Employees

All new employees will undergo a company induction plan to include the following topics.

- Health & Safety
- Fire Safety
- Skills Needs Assessment
- Terms & Conditions of Employment
- Job & Place of work details

A training needs assessment will be carried out and relevant action plans agreed and implemented.

10.5. Training File

The HR department will be responsible for updating and maintaining the Training File that will hold the following documentation.

- Training and development policy
- Skills and competency matrix
- Training and development plans
- Personnel training record sheets
- Certificates of external training

10.6. Human Resource Planning

The company's statement of intent is as follows;

- Offer training and development opportunities to all employees to maximize and utilize skills as effectively as possible
- Increase the company's skills base and experience base
- Improve existing levels of performance
- Maximize employee service retention.

10.7. The human resource planning strategy will be as follows;

- To regularly update the skills & competency matrix to enable assessment of training and development needs.
- To marry our training needs to suitable and viable training courses.
- To record attendance and certification of attended training events
- Review the success and effectiveness of training received.

10.8. Management Team

Management must encourage and coach all employees to learn from problems, mistakes, challenges and successes inherent in their daily activities.

The HR department in collaboration with department heads will be responsible for discussing, planning, implementing, organizing and reviewing all management / employee training and development needs /plans in the pursuit of the company's primary business objectives and with regard to long-term growth, operational stability, organizational change and personal fulfilment.

10.9. Training and development options

The types of training and development that will be supported are as follows:

- Job specific training - training and development that increases employee skills and abilities to meet the requirements of the current position
- Career development - training and development that build employee competencies to prepare them for future positions
- Educational development - courses through accredited educational institution

Furthermore, training and development can be Informal (on-the-job) or formal training programs.

- On-the-job training and development includes activities such as:
 - Peer or supervisor coaching on particular job-related skills
 - Mentoring; with an internal or external mentor on job and career related skills and abilities
 - Job rotation
 - Job shadowing
 - Cross training
 - "Acting" responsibilities when superiors are away
- Formal training includes professional development programs, such as:
 - Classroom training
 - Online training
 - Video training
 - Conferences and seminars

10.10. Training Procedure

Identifying Needs

- Employees

These should be identified as part of the Performance Appraisal Process. When employee work objectives have been agreed; they should, with their line manager, then consider the development needs to enable them to meet those work objectives. At the same time employees should consider their longer-term career aspirations and identify the development needs arising from these. These should always be discussed with line managers who will need to take account of the needs of the whole team and operational requirements before agreeing. The employee should then fill out an Individual Development Plan form (IDP form).

- Team

These too should be identified by team leaders/head of departments and head of Divisions and notified to the Human Resources Department.

Organizational

These may arise as the result of changes in legislation, the introduction of new policies or procedures etc. They should be included in business plans and notified to the HR department at the same time. Development needs should be reviewed formally at least twice a year during the appraisal process.

Meeting Needs

- Employees

Once the performance appraisal & individual development plan forms are received in the HR department, the HR personnel in charge will contact them to discuss the detail of the need and how that need might best be met. Depending on how the need is to be met the HR personnel or the employee will need to take appropriate action completing Training Request Form as part of this process. Before undertaking any development opportunity the individual needs to set specific learning objectives. This should take place in a discussion with the line manager to determine precisely what is to be gained in terms of knowledge, skills and behavior from the event.

- Team

Again the HR department will support line managers in carrying out a training needs analysis and identifying the most appropriate solution. Wherever possible they will provide a tailored solution to the particular need identified.

- Organizational

Once a broad need has been identified, a more specific training needs analysis will be carried out by the HR department. This will enable them to specify the requirement and determine the most appropriate way of meeting the needs. With large programmers this will be discussed and agreed in principle with the CHRO, CFO and the CEO. More specific details will then be discussed and agreed with head of departments to ensure their requirements are taken into consideration.

Evaluation

Learning must contribute to both business success and personal development and overarching this is the need to ensure that the Company achieves value for money. For these reasons there must be a robust process of evaluation in place. All training and development activity will be evaluated and closely monitored.

Roles and responsibilities

- Employee

The prime responsibility for identifying training and development needs and coordinating the process of addressing those needs is that of the employee with their line manager. Support to achieve this can be obtained from the HR department.

- Line manager

Helping to identify needs, identifying options to meet those needs and measuring the impact of development on the business of the team or division; inducting new members of the team

- HR Department

Identifying companywide development programs in conjunction with the policy/business sponsor; owner of induction process. Working with employees and their line managers to correctly identify needs and the most appropriate solutions.

10.11. Training administration

Training administration is the responsibility of the officer in charge of training. This includes preparing training plan and budget, ensuring training planned is realized, providing training logistics including

material and facility, ensuring payment of trainers and suppliers, monitoring that evaluation of training is carried out by the employee and his manager, producing training reports.

10.12. Employee education cost

AOS will settle training cost for its permanent employees to enable staff to undertake academic and professional education to improve individual's and company's performance.

The training applied for by the employee shall match with Company's objectives and interests. If the Company takes the initiative to send an employee for education or training to get a specialization in a given discipline, company's contribution shall be of 100%.

An employee who receives 100% sponsorship from the Company for a period of one month and above training shall sign for his/her engagement to stay in the Company for at least one year or more depending on the nature and cost for training as per the training service agreement. It is mandatory that both parties i.e. employee and employer enter into the training agreement upon the approval of the training for the employee.

10.13. Career Management

Succession plan

Succession plan aims at forecasting the future career of a target group of employees and ensure a renewal in senior management positions.

At AOS Ltd the target group for succession planning includes:

- Head of functions
- Managers reporting to Heads of functions and
- Junior managers who are identified as "Young Talents" and have a profile of high potentials who need a particular coaching to prepare them take over management position in a period less than five years.

It is the responsibility of the HR Department to prepare the succession plan that is to be discussed in the annual review of manager's career held by the Executive Committee. The succession planning comprises the following:

Manager to be succeeded:

- Name
- Current position title
- Date he/she started in current position
- Period during which he/she has occupied current position
- Estimated period (from 1 to 3 years) he/she's expected to occupy current position
- Reason for succession: retirement, appointment to another position or has indicated to wish leaving the company.

Potential Successor

This person must possess the most suitable profile to replace the manager indicated to be replaced. The following details must be indicated:

- Age
- Academic background if it has an added value
- Current position and date of occupation

- Previous positions and duration
- Performance records for the last three years

The successor must be in a lower position than the manager to be replaced.

The successor can be from the team of the manager to be replaced or from another department.

The name and details of a second best successor must also be mentioned in the succession plan

The HR Department carries out interviews with managers in the target group to capture their own wishes for their future career.

11. DISCIPLINARY PROCEDURE

11.1. Purpose

The aim of the disciplinary procedure is to:

- Support the safe and effective operation of the company business
- Ensure fair treatment of all employees
- Raise awareness of the disciplinary procedure to be followed
- Ensure consistency in the implementation of the procedure
- Bring about improvement in performance and maintain standards of conduct and attendance

11.2. Principles of the disciplinary procedure

- The type of offence
- What decisions have been taken in similar cases within the Company
- Previous disciplinary/performance record
- Any mitigating or aggravating circumstances
- Investigations will be thorough, prompt and consistent.
- Issues of performance are dealt with separately from issues of misconduct. You should not, for example, receive a verbal warning for lateness and then follow on to a written warning for poor performance.
- You will be kept fully informed of what is to happen throughout the process
- Any new evidence brought up before conclusion of hearing will be investigated
- In case of new evidence coming in before conclusion of hearing, it shall cause adjournment of hearing so that new evidence can be considered and a fair decision reached

11.3. Poor Performance and Misconduct

Performance specifically relates to how you carry out your role, following are some examples:

- Breach of customer service standards
- Time wasting and inattention to tasks
- Not meeting goals set during performance evaluation
- Repetitive mistakes on calculating numbers which incurs serious financial loss of the company.

Conduct specifically relates to how you behave, following are some examples:

- Failure to follow the absence reporting procedure.
- Unacceptable standard of personal hygiene and appearance.
- Prolonged private conversations with relatives, friends or colleagues during working hours.
- Unacceptable level of punctuality or attendance.

11.4. Formal procedure

Minor shortcomings in meeting the requirements of your job will, in the first instance, be brought to your attention informally by your Manager. Coaching, training and setting or resetting standards may be used for issues of a minor nature.

This will include suggestions on how your performance could be improved and setting goals within an agreed timeframe. The formal disciplinary procedure is normally used when the informal procedure has not achieved the required improvements or if the problem is repeated or more serious. Normally this procedure shall be initiated by your Manager.

However, depending on the seriousness of the offence the procedure may be initiated at any stage, and any stage in the procedure may be omitted if considered appropriate.

11.5. Investigatory interview

This is an informal fact-finding meeting to determine more about the nature of the problem. Disciplinary hearings will not normally take place without an investigatory interview being held. At the end of the investigation a decision will be made as to whether the alleged misconduct has taken place and if a formal disciplinary hearing should be arranged. The manager conducting the investigation may be accompanied by a note taker.

The concerned Manager shall involve HR department either preferably by participating in the hearing and more rarely by conducting a separate hearing.

11.6. Suspension procedure

In certain circumstances, it may be appropriate to suspend you, either pending investigation or after an investigation. The decision to suspend is never taken lightly, and is generally for one of the following reasons:

- To allow a full investigation of the circumstances surrounding a particular incident
- To protect your own and the Company's interests
- Where the Company feels it would be in your interest not to be present at work
- whilst the investigation is being carried out
- In cases of gross misconduct

Whilst you are on suspension you are not permitted to return to your workplace unless it is at the request of the Company.

You will not be entitled to payment while on suspension and must be available to attend disciplinary meetings during your normal working hours.

At the end of a period of suspension, which will not usually last longer than 08 (eight) days, a decision will be taken to either:

- Allow you to return to work with no further action taken
- Arrange a disciplinary hearing

11.7. Notification of the disciplinary hearing.

If the decision has been made to hold a formal disciplinary hearing you will be informed in writing of the date, time, place and the reasons why the hearing is being held. At least 24 hours' notice will be given before any disciplinary hearing can take place. Your Manager together with the HR Department shall be responsible for this notification.

11.8. Right to be accompanied

You may be accompanied at formal disciplinary hearings by a chosen companion who must be one of the following:

- A Personnel Representative
- A fellow AOS employee

Friends and family are not permitted to attend as a companion. The name of your companion should be given to your Manager before the meeting. That person may take notes and confer privately with you but cannot answer questions on your behalf. If that person is not available on the arranged date, an alternative date can be suggested. This will only be allowed once, ideally within five working days of the original date proposed.

11.9. Non-attendance at disciplinary hearings.

If you fail to attend a disciplinary meeting, the Manager will consider the reason for non-attendance and a second meeting may be arranged. If you fail to attend the second meeting, unless there are good reasons for not attending, the disciplinary hearing will be held in your absence and the outcome communicated in writing within 5 days. If you are on suspension and fail to attend a disciplinary hearing your suspension may be extended depending on the reason for non-attendance.

11.10. Disciplinary hearing.

During the hearing the procedure shall be as follows:

- To inform you of the nature of the complaint and discuss any evidence that exists to support the claim.
- For you to respond to the allegations and present relevant evidence.
- The Manager and the HR Department representative will then consider the evidence available and decide on the course of action to be taken.
- You will be informed of the decision by the Manager and the HR Department following the hearing, usually the same day.

- The outcome of the hearing will be either to issue a disciplinary sanction as set out below or to take no disciplinary action.
- Any mitigating or aggravating circumstances will be taken into account before deciding on the action to be taken.

11.11. Disciplinary decision

You will be informed in writing of the outcome of the hearing. A copy of the warning and relevant notes will be held in your file. A copy of the notes will also be given to you.

11.12. Disciplinary sanctions

Disciplinary action relating to conduct may be started at any level of the procedure as appropriate. However, disciplinary action and possible sanction and their duration relating to performance would normally follow following stages:-

- Stage 1: Verbal Warning

For minor disciplinary offences, or continuing unsatisfactory performance despite informal conversations, the normal action will be a verbal warning, to remain on the file for 12 months. Your line Manager has the authority to decide on the verbal warning.

- Stage 2: First Written Warning

If the verbal warning does not achieve the desired result and there is insufficient improvement in your conduct or performance, or in the event of a more serious offence, a first written warning will be given, to remain on the file for 24 months. Your Manager together with the consultation HR Department has the authority to decide on the written warning.

- Stage 3: Final Written Warning

If you fail to meet the standard required in a written warning, or in the event of more serious misconduct which is sufficiently serious to warrant a final written warning but insufficiently serious to justify dismissal, a final written warning will be issued, to remain on the file for 24 months. Your Manager together with the HR Department will propose the sanction to the Executive Committee/CEO which has the authority to decide on the final written warning.

- Stage 4: Dismissal

If you still fail to meet the standard required in a final written warning, or in the event of an act of gross misconduct, you may be dismissed. Your Manager together in consultation with the HR Department proposes the sanction of dismissal to the Executive Committee/CEO which has the authority to decide on the dismissal.

You will be provided, as soon as practicable, with written reasons for your dismissal and the date on which your employment shall be ended. Dismissal will normally be with notice or payment in lieu of notice. However, if dismissal is for gross misconduct then the dismissal will be with a notice of 48 hours or payment in lieu of notice.

11.13. Gross misconduct

In cases where you have committed an act of gross misconduct, the Company is entitled to dismiss you without notice or pay in lieu of notice and you will be required to leave the Company's premises immediately.

You will also not be permitted under any circumstances to re-enter the workplace at which you were employed or any other Company premises. Breach of this clause shall be considered trespass and penal provisions may apply.

If you are suspected of gross misconduct, you may be suspended on normal pay while the Company investigates the alleged offence and arranges a disciplinary hearing.

The following list shows examples of acts of gross misconduct which may lead to summary dismissal. The list is not exhaustive:

- Negligence resulting in serious loss, damage or injury
- Unacceptable behavior which puts the safety of a work colleague or others at risk
- Attempting to pass employee cheques with insufficient funds
- Dishonesty, theft, fraud, forgery, abuse of Company discount scheme or the acceptance of bribes or embezzlement.
- Falsification of Company documents
- Harassment of customers and colleagues including victimization, discrimination and bullying.
- A serious and proven act of insubordination
- Misuse or failure to properly account for Company funds
- Unauthorized use or disclosure of confidential information belonging to a customer or the Company
- Any behavior and activity forbidden by Rwandan laws, and in particular civil, fiscal and criminal laws.

12. ENVIRONMENT, HEALTH AND SAFETY

Our Company is committed to ensuring a safe and healthy working environment, but it is also important for you to recognize that you personally have a legal responsibility to take care of the health and safety of yourself and other people.

You are also legally responsible for reporting any situation to us that you believe is unsafe.

Health and safety procedures will be outlined to you when you join the Company. If you are concerned about any health and safety issue, or require specific advice on any aspect of your personal health and safety, please discuss it with your Manager immediately and we will try to resolve it as quickly as possible.

12.1. Accident prevention

When working in a busy environment with other people around, it is easy for accidents to occur. As well as costing time and money, accidents can have serious health consequences for the individual. So always think about the consequences of your actions, and give your care and attention to accident prevention.

External contractors are expected to comply with Company safety rules and procedures. If you see contractors working in an unsafe manner, inform your Manager and ask them to stop. Below are some of the ways we recommend to prevent injury:-

- Entrances and exits must be kept clear, particularly fire escape routes, corridors and stairwells
- Pick up anything on the floor that could be a tripping hazard.
- Keep floors dry
- Pay particular attention to the entrance and stairs
- Always look where you are going – do not carry a large number of items that will impair your vision
- Do not run down stairs
- Use handrails where provided
- Do not allow trailing leads to create hazards, particularly in the office
- Watch out for someone coming around a blind corner, or opening doors quickly
- Report damaged carpets or flooring to your Manager
- Ensure that the wheels of rolling racks are locked when not in use

12.2. Fire

Fire is perhaps the most significant risk we are exposed to - the potential for loss of life, stock and or premises is very real. The company has the responsibility of providing fire extinguishers in every building and ensure it's accessible to all employees.

To protect you, your colleagues, our customers and our business we all have a responsibility to:

- Read and understand the fire drill for your location
- Not obstruct fire exits
- Ensure that all fire doors are closed and are not blocked open
- Ensure floors and gangways are kept clear
- Move flammable waste away from the building
- Not store goods in close proximity to sources of ignition, i.e. lighting or heaters

12.3. Accident/Incident reporting

If there is an accident or an incident in store, involving you, a customer, or your colleagues, however minor it may seem, it must be reported to your Manager immediately so that they can complete an Incident Report and where necessary fill in the accident book.

12.4. Evacuation in an Emergency

Employees must be aware of the closest exist and procedure for emergency evacuation. Notices are to be placed on emergency exits, with the notices indicating that these exists must never be blocked as long as people are staying in the concerned premises.

13. INTERNSHIP AT AOS

13.1. Definition of Internship

Commitment to provide short-term supervised work experience usually related to a student's specific field of study or career aspirations. The programme will combine practical work experience with a structured learning experience through specific briefs aimed to achieve identified objectives. HR department will timely avail a detailed internship handbook guide to supplement this HRM Policies and Procedure Manual for reference for both Line Managers and Interns.

13.2. Key objectives for internship

- Attract and develop a future talent pool.
- Provide Interns with the opportunity to participate in areas of the ORN activities in order to gain work experience.
- Create an opportunity for professional development for students and recent graduates from university and to empower young people to gain experience and prepare themselves for the labour market.
- Integration of classroom knowledge and skills with on-the-job roles, responsibilities, and activities.
- Provide an active learning process which will allow students to progress as professionals.
- Promote supervised skill acquisition and critical thinking under the supervision of qualified professionals.
- Contribute significantly to the activities, events, and projects of the internship organization.

13.3. Scope of application

This policy is applicable to all interns in the Company. The Internship Programme should not be confused with other forms of short term attachments to the company, e.g.: secondments and recruitment for temporary or permanent positions.

13.4. Commitment statement

AOS will be committed to providing interns with a quality experience that involves meaningful activities and the opportunity to learn and gain practical work experience in their chosen field of study and work. Interns will be provided with a clear defined framework of participation and learning, and will be supervised by a suitable division staff member, who will monitor progress to ensure effective contribution and resolve any concerns of the intern. Interns will not be considered as a substitute for staff, and would not normally represent the company in any official capacity, but through their work would bring value added to the company. Internship placements will be recruited through a transparent and competitive application and selection process. Each division will be allowed a maximum of six interns depending on the need, space and availability of internship opportunity.

13.5. Eligibility criteria

All interns must be:

- Final university students, or equivalent tertiary institution, or be a university graduate.
- Students pursuing post-graduate studies or be in the process of completing their degrees and wish to gain experience at the company in the field in which they are enrolled.

13.6. Internship recruitment process

Any department with need of interns can recruit interns anytime but head of department should consult with head of HR department about the number of the interns needed and the schedule in advance.

○ Invitation

HR department should invite candidates through different ways. He / She may use advertising on Medias including company website, sending invitation letters to different academic institutions and any other acceptable way to get the candidates.

All enquiries from prospective interns are directed to and advised to examine the AOS website where internship opportunities will be posted.

Prospective Interns submitting applications must state clearly and precisely on the application letter their particular internship programme brief of interest, what skills and experience they expect to gain or develop during the period of Internship and the contributions they will make to the work of the AOS as a company.

○ Short-Listing

The applications will be reviewed and shortlisted by the HR department in collaboration with the Head of department who is in need of interns. The reviewer will be tasked with identifying the specific skills and general knowledge that his /her department needs and AOS in general.

Applications will only be considered for advertised internship programmes and will not be considered academically.

○ Interview and Selection

After reviewing all applications, selected applicants will be notified of an interview date and time. Applicants not selected will be notified via their email addresses.

An Internship selection panel modelled on the competency based interview selection panel will be formed to select suitable interns. This process will be facilitated by HR department and the beneficiary department will be involved throughout the interview and selection process.

13.7. Facilitation

Interns will be offered 100,000 RWF net pay after all statutory deductions for facilitation.

13.8. Obligation of the Intern

- The intern shall demonstrate willingness to fully and actively participate in the learning experience by planning their programme of work with the line manager.
- An Intern is required to conduct him/herself at all times in a manner that will not be detrimental to the image and standing of the Company.

- An Intern is required to keep confidential all information including unpublished information made known to him/her during the period of Internship and must sign a confidentiality agreement prior to commencing work.
- An Intern is required to familiarize him/herself with the internship performance evaluation form in the first week of internship induction.
- An Intern should have monthly review that will be reviewed by Line manager, CHRO and CEO. The reviews are done based on the milestones set between the line manager and the intern.
- At the end of the Internship programme, with the assistance of his/her line manager, the Intern will complete an evaluation and a report on his/her assignment which would feed into the final internship evaluation report.
- The Intern is required to work within the regulations and rules as outlined in the Human Resources Manual.

13.9. Obligation of the Company

- The Company shall provide the intern with a conducive working environment and working space.
- The Company shall provide requisite equipment for the term of the internship.
- The company shall pay the intern facilitation allowance monthly for the duration of the internship.
- The head of the department shall supervise the intern where he/she should get weekly report from them. This is simply to ensure that the intern is showing progression in a timely manner.
- The Head of department will review progress on performance and learning regularly, record such meeting and feed findings into the final internship evaluation report.
- The line manager will forward the completed form to the HR Department for record keeping.
- The company reserves the right to terminate an Internship without notice if the required standards of behavior and code of conduct are not met.

13.10. Final Evaluation

At the end of the three (3) months internship period, line manager, head of the department, CHRO and CEO will appraise the interns. The format of the appraisal will present interns' 'targets and missions, their achievements and what they learnt from the internship as it is indicated in the internship handbook guide on the internship review template.

After the assessment, AOS Management will decide either to hire the intern as AOS employee or to end up the internship by issuing the completion certificates to the interns.

14. LEAVING THE COMPANY

14.1. Reasons for Employment Termination

Termination of employment is an inevitable part of personnel activity within any organization and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated.

Voluntary employment termination initiated by the employee includes:

- Resignation
- Abandonment of duty
- Retirement

Involuntary employment termination initiated by the employee includes:

- Expiration of appointment, this happens when a temporary employment reaches to its end.
- Death

Employment termination initiated by the employer includes;

- Dismissal : this is initiated by the organization for disciplinary reasons
- Health reasons: this is where your physical or mental health confirmed by a medical report prevents you from performing your duties.
- Redundancy or suppression of posts: this is where an organization for involuntary reasons including economic reasons that constrains the company to decide a new business strategy resulting in reorganization and suppression of some activities and positions no longer needed and reduction of the size of staff number at a lower level.

14.2. Notice period

- Resignation notice

If you resign you must give a written notice to the CEO with a copy to the HR Department.

The notice period is one month; if you have worked for one year and above and fifteen (15) days; if you have worked less than one year for all categories of employees.

- Notice in case of redundancy or suppression of posts

Where the AoS management deems fit to proceed to a redundancy the notice period is three months at least but AOS management can decide a prolonged notice up to a maximum of six months.

- Pay in lieu of notice

You will be expected to work your full notice period. In the case you leave the Company before the expiration of the requisite period of notice and without the agreement of the CEO, you shall pay an amount equivalent of the remaining notice period.

The Company may, however, decide that you are not required to work your notice period, in which case you will be paid in lieu of notice.

14.3. Absence during notice period

If you are absent from work following during your notice period due to illness, you will not be eligible to receive Company sick pay for your absence unless you submit a sickness certificate from authorized medical doctor.

14.4. Holidays

Any holiday that you have accrued but not taken when you leave will be paid to you in your final salary payment. The Company reserves the right to require you to take holiday that you have accrued as part of your notice period.

14.5. Return of Company property

When you leave the Company, you must return any Company property that is in your possession such as and including your training and development information documents, official documents, vehicles, keys, computers, products and product information, office equipment and machines, company ID cards, uniforms and other similar property. Under no circumstances may you take any Company documents with you for use at another company.

14.6. Final pay

Any salary due when you leave will be paid to you at the next pay date following your departure.

Forwarding details

You must ensure that we hold the correct details of your home address and contact telephone number to enable us to forward on to you any documents regarding your employment, including your final payslip and certificate of end of employment.

14.7. References for future employers.

The Company will respond to any reference requests with standard details of your position, place of work and dates of employment. Where necessary we can offer to provide character or performance references.

14.8. Certificate of service

Upon the termination of employment you shall be given a certificate of service. Such certificate will indicate among others the first and last date of employment and position(s) held.

15. FINAL PROVISIONS

15.1. Effective date of coming into force of the employee manual.

This employee manual shall come into effect after approval by and at the date fixed by the Executive Committee.

15.2. Procedure for reviewing the employee manual.

This employee manual may be reviewed, amended or modified by the Executive Committee from time to time. The Executive Committee shall make proposals and submit any review, amendment or modification to the CEO for approval.

The amended, reviewed or modified Employee Manual shall not be applied retroactively.

Any review, modification and amendment to this employee manual shall be communicated through management's notices/ e-mail to all employees.

15.3. Declaration of Acceptance

The employee manual describes important information about AoS Ltd, and I understand that I should consult the Human Resources department regarding any questions not answered in the employee manual.

Since the information, policies and benefits described here are necessarily subject to change, I acknowledge that revisions to the employee manual may occur. All such changes will be communicated through management's notices, e-mail and I understand that revised information may supersede, modify and eliminate existing policies. Only the executive committee of AoS Ltd has the ability to adopt any revisions to the policies in this Employee manual.