

HUMAN RESOURCE MANAGEMENT POLICY

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

Human Resources Policy April 2019

Background

Home Afrika Ltd (HAL) was set up by like-minded individuals to develop and sell high quality property in Kenya. Over the course of time, the Company has attracted interest beyond the Kenyan borders.

HAL has historical linkages with 128 shareholders and this relationship is structured through formal arrangements and has enabled HAL to access quality products and better technologies critical for its performance.

Whereas the Company has operated within Kenya for much of history, the opening up of the competitive space in other regions has resulted in increased competition (both legitimate & illegitimate). The competition mainly targets the low-income segments of the market which for a long time was catered for by National Housing Corporation only.

The Company has adopted new ways of dealing with the new market conditions by formulating forward looking strategies to increase revenue streams which will be achieved by the Company diversifying into new regions and product lines. The Company is listed in the Nairobi Securities Exchange (NSE).

HAL's Vision, Mission and Core values

Vision: To be the leader in the provision of dignified planned Communities across Africa.

Mission: To address the housing need in Africa

Core Values: HAL will use the following value system (summarized into acronym – **PRIDES**) to sustain its organizational norms:

- | | |
|--------------|----------------------|
| ▪ Passion | ▪ Discipline |
| ▪ Respect | ▪ Excellence |
| ▪ Innovation | ▪ Spirit of Teamwork |

THE PURPOSE OF THE HUMAN RESOURCE MANAGEMENT POLICY

The Human Resource Management Policy is the official source of Human Resource Policies and Procedures in all matters relating to employees and their employment relationship with Home Afrika Limited. It is intended to serve as a reference and working guide for management to ensure consistent application of the Company's human resources policies, procedures and practices in the daily management of employees and overall business.

These documented policies and procedures govern shall apply to every employee irrespective of their position or duration of employment, and must therefore be familiarized by all employees. It is binding to the employee as part of the contract of employment.

In areas where there is difficulty in the interpretation of any of the provisions of this Policy, doubt of consistency of functional policies, as well as for cases that may not have been specifically covered, the Head of Human Resources and Administration must be consulted for guidance and interpretation before a decision is made. The application of the regulations contained in this policy document shall be the responsibility of the Head of Human Resource and Administration.

Home Afrika Ltd will make every effort to notify employees when an official change in policy or procedure has been made. Heads of Department and Supervisors must ensure that all employees under them, irrespective of cadre, are made aware of sections of this policy which cover their terms and conditions of service, but employees will be held responsible for their own up-to-date knowledge and understanding of these policies and procedures. Ignorance of any of these policies will not be accepted as an excuse for failure to act upon any matter or comply with the regulations as laid down in this policy.

The policies in this HR Policy supersede any previous policies that may have been issued in the past. Individual departments may establish additional policies, practices or procedures specific to their units based on operational needs. However, these must be consistent with the provisions of this Policy.

This policy will be subject to amendment from time to time through the coordination of the Human Resource Department/MD's office and approval by the Board of Directors. The Board shall approve any amendments to this document at the recommendation of HAL's management and after consultation with users.

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The provisions of the HR Policy shall apply in full to all employees of Home Afrika Limited. The Policy will be reviewed from time to time and the Management reserves the right to vary and amend its conditions of service to meet changing circumstances.

Employees will be given a copy of this policy at the time of joining the company. In addition, the policy will be placed in a centralized location like the HAL Intra-net.

This document shall become effective for dissemination and use after approval and adoption by HAL Board.

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DEFINITION OF TERMS

Unless the context otherwise requires, the words and expressions used have the meanings assigned to them as follows;

“Annual Leave” means yearly leave to which an employee is legally entitled to take an official break from his official duties and rest

“Basic Salary” means the monthly pay of an employee excluding allowances and benefits.

“Beneficiary” means any person appointed or designated as such by the employee as a recipient of benefits resulting from death of that employee or former employee of Home Afrika Limited.

“Board” means the Board of Directors of Home Afrika Limited

“Calendar Year” means the period from 1st January to 31st December both dates inclusive.

“Company or organization” means Home Afrika Limited

“Confidential information” means official information/document that is intended to be kept secret and accessed by only those entrusted with such information/document.

“Contract” means a binding agreement between the employee and Home Afrika Limited setting out terms and conditions of employment.

“Department” means a functional unit that performs specific related tasks within the company

“Dependent” shall mean a spouse and/or dependent children.

“Disciplinary Committee” means a committee set up to handle disciplinary matters. It shall be ad hoc on a case by case basis.

“Discrimination” means treating a person less favorably than another person in comparable circumstances especially on the grounds of gender, color, language, religion, political or other opinion, nationality, ethnic or social origin, marital status, sexual orientation, pregnancy, tribe, disability, age, and HIV status.

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“Director” means a person appointed as Director

“Employee or staff” means a person employed by Home Afrika Limited for wages or a salary and includes an apprentice and indentured learner.

“Grade” means a grouping encompassing jobs with the same values to facilitate salary administration

“Grievance” means a complaint; a feeling of injustice or unfairness which comes to the attention of supervisors or other members of management

“Guideline” means a standard or principle used to make a judgment or determine a policy or course of action.

“Gross salary” means the rate of pay of an employee including all allowances

“Head of Department or Manager” means any person who is in charge of a Department.

“Immediate Family” means the employee’s recognized spouse, dependent children, parents and siblings.

“Intellectual Property” means trademarks, copyrights, patents and any other work created by an employee in the course of employment with Home Afrika Limited

“Job Description” means a formal account of an employee’s responsibilities

“Job Evaluation” means systematic process of awarding relative weight to jobs using commensurate job factors that are similar to every job to derive job grades

“Leave” means the official off duty

“Managing Director” means the executive director appointed by the Board and shall include the official acting in his capacity during his absence

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“Officer” includes “employee” except where otherwise stated or implied.

“Promotion” means the advancement of an employee to the next grade upon being given a satisfactory performance appraisal.

“Probationary period” means a period of observation, during which an employee shall demonstrate, through his professional competence, good conduct, physical and mental fitness that he is capable of assuming duties and responsibilities as required by the company for confirmation into the respective position

“Redundancy” means the loss of employment, occupation, job or career by involuntary means through no fault of an employee

“Regulation” means Human Resource Policies, Procedures and the labor laws

“Relative” means spouse, children, parents, siblings or any individual who subsequently acquires such a relationship through marriage

“Remuneration” means the total value of all payments in money or in kind, made or owing to an employee arising from the employment.

“Resignation” means the voluntary written or oral notification by an employee that they intend to terminate their employment.

“Salary” means the pay to an employee on a monthly basis for services rendered to the Company

“Senior Management Team / Management” means the Managing Director and Heads of Department

“Separation” means cessation of an employee from the company’s service

“Spouse” means legally recognized partner of an employee. For the purposes of personnel records, Home Afrika Limited shall recognize only one legal spouse. The spouse must be declared at the time of appointment or at the time of marriage if it occurs during employment with Home Afrika Limited. Any change of spouse shall be accompanied by proper documentation

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“Summary Dismissal” means termination of employment without notice as a result of a gross misconduct

“Supervisor” means person in the first-line of management who monitors and regulates employees in their performance of assigned or delegated tasks

“The Board” means the Nomination and Governance Committee of the Executive Directors.

Unless otherwise provided, words implying the masculine gender also include the feminine gender; words in the singular include the plural.

Abbreviations

“ARV” Stands for Anti-Retroviral treatment

“DOSHS” Stands for Directorate of Occupational Safety and Health Services

“FY” Stands for Financial Year

“HAL” Stands for Home Afrika Limited

“HoD” Stands for Head of Department

“HIV / AIDS” Stands for Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome

“HR” Stands for Human Resource(s)

“ICT” Stands for Information Communications Technology

“MD” Stands for Managing Director

“MT” means Management Trainee

“SACCO” Stands for Savings and Credit Cooperative

“VCT” This means Voluntary Counselling and Testing. A process that allows people to willingly know their Serostatus to help them plan their lives and make informed decisions

Statutory deductions shall include: -

P.A.Y.E. – Pay as You Earn

N.S.S.F. – National Social Security Fund

N.H.I.F. – National Hospital Insurance Fund

HELB – Higher Education loans board

1. RECRUITMENT AND TALENT ACQUISITION

1.1 Policy Statement

The policy and procedure for recruitment and talent acquisition at HAL aim to facilitate the company's commitment to equal opportunity employment, hire competent individuals who are prepared to meet high standards of performance and demonstrate integrity and professional skills, providing job satisfaction and ensuring appropriate communications, records and HR controls are maintained.

1.2 Policy Objectives

- To ensure HAL attracts, recruits, selects, acquires, appoints and retains high caliber and motivated employees
- To ensure the company complies with relevant regulations in HR management practices and provisions of Employment Act, 2007 and other regulations;
- Ensure fair and consistent recruitment practices in the company;
- To provide a structured, transparent and professional framework for filling vacant or new positions including long listing, short listing, interviewing, the selection process and the appointment decision so as to guide the company in all matters concerning employee recruitment and talent acquisition.

1.3 Guiding Principles

- i. HAL is an equal opportunity employer and will seek to recruit qualified persons for any arising vacancies regardless of gender, color, language, religion, political or other opinion, nationality, ethnic or social origin, marital status, sexual orientation, pregnancy, tribe, disability, age, and HIV status. The company will seek to fill vacancies with the best available people as per the set specifications of the job;
- ii. All recruitment will be guided by the agreed and set human resource plan and limits of the budget that has been set aside for the purpose;
- iii. In considering filling the vacant positions, the company will promote from within whenever it is appropriate. In this case, consideration for internally advertised positions will be given priority. An internal candidate will be required to meet the following criteria: -

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- Has been in his current position for a period of at least 2 years after confirmation. This requirement may however be waived on exceptional basis.
 - Meets the required qualifications for the position
 - Should have attained a good performance track record for the period they have worked with the Company
 - There should be no pending disciplinary case against the employee
- iv. HAL recognizes the need to advertise externally to infuse additional talents from time to time where such talents cannot be sourced internally.

1.4 Human Resource Planning

The HR department will periodically conduct human resource planning to ensure that at every given time, the company's staffing is sufficient, qualified and competent enough to achieve the company's objectives.

The human resource planning procedure will involve HR department undertaking the following:

- Carry out an analysis of the company's business strategic plans in order to determine future activity levels and initiatives that will demand new skills;
- Determine the human resources requirements necessary to deliver the business strategy;
- Forecast the future demand for human resources in terms of numbers and skills and assess the number of human resources likely to be available from within and outside the company;
- Formulate a recruitment strategy that ensures the company acquires and/or develops the knowledge and skills necessary to achieve the company's business strategy.

1.5 Recruitment Process

The entire recruitment process shall be coordinated by the HR department.

1.5.1 Reporting of a Vacancy

The HoD will report availability of a vacancy in his Department to the Head of HR and Administration justifying the need to recruit. The HoD will complete a Request for Recruitment Form (**Appendix 1**) and submit to the Head of HR and Administration for processing. Filing a Request for Recruitment Form will serve as a formal request to fill a vacancy. The requisition will include vital information such as title for the position, job description, minimum qualifications and competency levels for the position, duration, and salary.

Before the decision to recruit is made, the HoD will consult with the Head of HR and Administration on other options which might be appropriate such as work re-design, re-assignment of existing employees, promotion, and outsourcing of the service.

Once the decision to recruit is made, the relevant HoD together with the Head of HR and Administration will determine if the position should be outsourced, filled by a permanent employee, contract or a temporary one.

1.5.2 Approval for Recruitment

The MD will approve all recruitment requests. Where approval of recruitment is denied, the HoD will revisit the alternatives of work re-design, or re-assignment of existing employees.

1.5.3 Advertisement

Applicants for appointment to the vacant positions will be invited by way of advertisement in such a manner as the Head of HR and Administration may determine. All advertisements must be approved by the MD, and where the costs exceed the allocated budget, advertisements will be approved by the Board.

Where the advert does not yield expected results, the position may be re-advertised or headhunted.

1.5.4 Short listing

All applications apart from those of SMT shall be channeled through the HR and Admin Department, who will record, screen and carry out the plenary short listing using the role profile. The Head of HR and Admin in liaison with respective Line Manager will compile the final short listing; and invite the candidates for interviews. Candidates invited for interview will be responsible for meeting their own interview attendance expenses.

1.5.5 Interviewing

The level of the position being interviewed will guide the composition of the interview panel.

All recruitment needs and appointments on behalf of the company shall be approved by the MD in consultation with the Board. In conformity with these provisions, the Board will be responsible for recruitment of the MD and SMT; and delegate the recruitment of other cadres to a committee composed of the Head of HR and Administration, HoD, immediate supervisor and/or neutral HoD from another department as may be appropriate in line with best practices. In absence, suitable representatives will be approved by the Head of HR and Administration.

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1.5.6 Approval of Appointment

The MD will approve all appointments within the company on the recommendation of the interviewing panel.

After approval, both successful and unsuccessful applicants will be notified in writing by the Head of HR and Administration.

1.5.7 Appointment

Appointment and confirmation of successful candidates shall be subject to evidence of possession of appropriate credentials and satisfactory references.

A letter of appointment will be given to the successful candidate prior to, or on the first day they report on duty. The candidate, (as acknowledgement of their acceptance of the terms and conditions of the employment contract), must sign two original copies of the letter of appointment. One copy of the letter will be kept in the employee's personal file and the other copy will be issued to the employee.

An employee joining HAL will be issued with an employment contract specifying the type of appointment and terms of service under which they have been appointed as well as a clear job description. The appointed employee will be required to sign the contract of employment which will be witnessed by a third party. One copy of the contract will remain with the appointed employee while the other shall be kept in his/her personal file.

Any offer of appointment not taken up within a period of 30 days, or as shall be agreed, shall stand withdrawn and the next qualified candidate may be considered for the position. Otherwise, a repeat recruitment process may be carried out.

The appointment of an employee shall take effect from the date on which he assumes his duty.

1.5.8 Classification of Employees

All appointments shall fall under any of the following contract terms;

- (i) **Open Ended/Permanent** – an employment term whereby the contract with the company runs for an undefined period up to normal retirement or unless otherwise terminated. This employee is eligible for all employee benefits given by HAL that he qualifies for.
- (ii) **Fixed Term/Contract** – an employment term whereby the contract with the company is for a fixed period to cope with variations in workload as well as to alleviate personnel difficulties which may arise from time to time.

Based on business requirements, a fresh contract shall be issued for a new period but subject to payment of all terminal dues and the employee having availed to himself all leave that was earned before expiry of the contract.

All contracts will require approval by the respective HoD, Head of HR and Administration and MD. The job profile must be attached to the Request for Recruitment form.
- (iii) **Casual** – a person whose terms of engagement provide for his payment at the end of each day and who is not engaged for a longer period than twenty-four (24) hours at a time.
- (iv) **Management Trainee** – refers to fresh graduates employed under the HAL annual graduate recruitment program which runs for a period of 2 years. On successful completion of the program, the candidates may be assimilated into the business.
- (v) **Internship** – refers to opportunities based on staffing needs, which HAL will provide to students who as part of their educational programmers are required to gain practical work experience. The interns will be assigned to the relevant departments as part of their internship for a specified period. Internship will not go beyond 1 year
- (vi) **Secondees** – persons seconded to HAL with the aim of utilizing their knowledge and skills for a specific period of time or need for specific expertise. They continue to draw a salary from their employer which will be administered by HAL. They will not necessarily be entitled to the same benefits as other HAL employees.
- (vii) **Expatriates** - HAL may engage expatriate services to meet short- and long-term staffing needs as a result of skills gaps which may be lacking or below the expected standards. The need to hire expatriates will be dictated by business needs and will be reviewed from time to time.

1.5.9 Orientation and Induction

Employee orientation will be coordinated by the HR department. The Head of HR and Administration and the HoD will be responsible for the orientation and induction of new employees. The orientation and induction programme will be conducted within a month of the new employee joining HAL employment to familiarize the employee with HAL, its policies and procedures. An induction form is provided in **Appendix 2**.

1.5.10 Probation Period

All new contracted employees will be required to serve a probation period. The probation period for management staff will be 6 months and 3 months for support and non-management staff.

1. During the probation period the employee will be expected to demonstrate suitability for the position before confirmation of employment.
2. The employment period will be calculated from the date of commencement of employment inclusive of the probationary period.
3. An employee on probation contract will be entitled to prorate leave as long as they have not completed 12 months full leave earning period.
4. The employees will receive 100% of their salary and other entitlements as provided for in the employment contract/appointment letter.
5. During the probation period, either party may terminate the contract by giving seven days written notice or by payment of the equivalent salary stipulated for the notice period (i.e. seven days' pay).
6. A written probation appraisal (**Appendix 3**) will be conducted 14 days before the end of the probation period by the employee's Line Manager. A report will be submitted to the Head of HR and Administration for processing. (Probation appraisal must be discussed with and signed by the employee).
7. If the period of probations has been unsatisfactorily completed, at the discretion of management, it may be extended once for an additional period of up to 3 months in writing with consent of the employee.

8. If the period is extended, the employee's performance shall be reviewed again to determine whether or not performance has improved.
9. The holder of a probationary appointment who has completed the normal or extended period of probation satisfactorily shall be confirmed in the post. If his/her probationary service is unsatisfactory after the extended period, the appointment shall be terminated.
10. Subject to the provision 9 above, a recommendation may be made at any time that a probationary appointment be terminated.

1.5.11 Confirmation

An employee who has successfully completed his probationary period shall be confirmed into their substantive position in writing.

The MD shall confirm the appointment in writing (**Appendix 4**) upon receipt of a satisfactory report from the employee's immediate supervisor or HR Manager.

1.6 Contractual documents

Employees will be required to provide copies of necessary documents as shall be guided by the Head of HR and Administration. Original documents must be presented for verification and will be returned immediately.

An employee who knowingly gives false information to enable him secure employment within HAL shall render such appointment invalid and the Company may institute legal action against him.

1.7 Employee records

All staff data will be maintained and retained by the HR department for reference in compliance with existing labor laws and confidentiality. Employees will be assigned an employment number which shall facilitate the identification of the employee, processing of documentation, and maintenance of records.

During their employment, employees are required to immediately notify the Head of HR and Administration on any changes to their personal details (marital status, birth of new dependents and emergency contacts etc.) for updating of employee records.

1.8 Acting appointment

Policy

Acting appointment refers to staff members who are instructed by their supervisors to take on all or a significant part of the responsibilities of jobs of a higher grade than their regular ones.

Acting pay is considered when the period of higher responsibilities is in excess of eight weeks and will be from 10% up to a maximum of 25% of the higher role. An acting salary may not exceed the salary that the individual would receive if promoted to the vacant position.

The Acting appointments will be made in writing before the employee begins to act in a position. The recommendation will be made by the respective HoD in consultation with the Head of HR and Administration and approved by the MD. For senior positions, recommendation will be made by the Head of HR and Administration and approved by the MD and the Board.

The acting appointment should not exceed six months. If it becomes necessary to extend the appointment beyond six months, a written request with a brief explanation signed by the department/division head and approved by the Managing Director should be submitted to HR. The vacant position will be advertised and filled competitively.

1.9 Other key provisions

- i. Where external advertisements were undertaken and Management or the Board feels that a suitable candidate has not been identified, HAL will use headhunting to source for competent and experienced candidates.

- ii. **Employment of relatives**

It is the goal of HAL to avoid creating or perpetuating circumstances in which the possibility of favouritism, conflicts of interest or impairment of efficient operations may occur. Therefore, recruitment of relatives is discouraged. However, while relatives of employees may be hired, relatives may not work in a direct reporting relationship.

For purposes of this policy, relatives are defined as: parent, sibling, spouse, child, grandparent, or individual who has acquired such a relationship through marriage. The application form will solicit declaration by a prospective employee as to whether or not their relative works at HAL.

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Managers should exercise caution in hiring to ensure that a new employee is not placed in a direct reporting relationship with a relative as defined by this policy.

Should two employees in a reporting relationship become relatives, as defined in this policy, during their employment at HAL, the choice will be theirs as to which employee accepts a transfer into an available position suitable to his skill and experience (If there is an opportunity). If, between the two employees, a decision cannot be made, the employee with the least seniority must transfer into the next available position suitable to his skills and experience or choose to terminate employment with HAL. If the concerned employees don't make a decision within 30 days, senior management will make the decision. Managers should liaise with the Head of HR and Administration for assistance in facilitating the decision.

Procedures

General: At the time of hire, related family members must each sign a conflict of interest disclosure form to ensure that the relationship is disclosed.

Family Member: Applicant. If an applicant being interviewed is a member of the immediate family of a current employee, the employee must notify the hiring supervisor and the Human Resources in writing.

Family Members: Working in the same department. If a hire, promotion or transfer results in two members of the same immediate family working in the same department, the new employee must notify the supervisor and the Human Resources in writing.

Failure to disclose a family relationship will be considered as disciplinary offence.

iii. Re-employment

In pursuance of HAL's objective of employing quality staff, whenever the best employment decision may be the re-hiring of ex-employees, the following conditions will apply:

HAL will give employment consideration when staff openings occur to former employees who have performed satisfactorily, and who had voluntarily resigned or voluntarily retired, and who desire to return to work. Each application will be considered on its own merit after a review of the applicant's record, the type of job available, and other relevant factors.

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Before pursuing the recruitment and selection process with a former employee, the Head of HR and Administration must liaise with the MD for a review of the job opening and the former employee's record who will provide final authorisation for re-employment after a review of the circumstances. A former employee may be re-employed provided that the reasons for the separation from service are not incompatible with the re-appointment.

A re-employed employee shall be given the terms and conditions applicable at the time of re-employment, without regard to any period of prior service, provided the post is vacant.

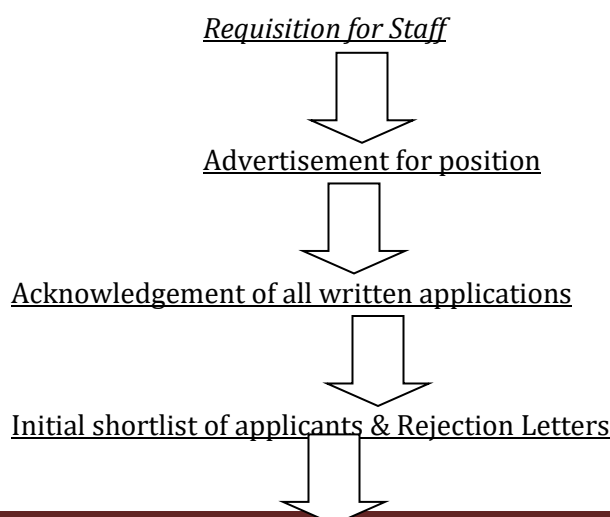
iv. Working Permits for Expatriate employees

In Compliance with the Kenyan Citizens and Immigration Act, 2011, HAL shall ensure that expatriates/foreign employees obtain the work permits/resident permits/employment pass upon acceptance of offer. This is to ensure that these employees are able to stay and work legally in the country.

v. Recruitment Records

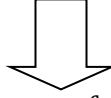
All recruitment records including application, invitation, interview notes and reports shall be maintained by the HR Department for at least two years for reference and audit purposes; thereafter they shall be safely kept in the archives. All applications will be filed for five years in the Staff Recruitment File.

Fig1: A summary of HAL's recruitment process



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Invitation for interview and process



Job offer and filing of all unsuccessful records for future reference

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2. CODE OF CONDUCT AND ETHICS

2.1 Policy Statement

This policy on Staff Code of Conduct has been adopted with a view to clarify to employees the conduct expected in the performance of their duties and to provide them with a guide to ethical issues. It is recognized that whereas no written policy can anticipate every ethical dilemma or definitively set forth the appropriate action for all business situations, this Code of Conduct emphasizes a standard of ethical conduct that must permeate all the business dealings and relationships.

The Staff Code of Conduct and Ethics is critical in setting the proper tone in the organization, creating and maintaining a culture of honesty, high ethics, good conduct and unquestionable personal integrity within the wider framework of the company's core values.

2.2 Policy Objective

Home Afrika Ltd expects its employees to achieve and maintain a high standard of ethics, professional conduct and work performance to ensure the Company maintains its reputation with all internal and external stakeholders.

The main objective of this policy is to enhance the Company's reputation as a quality service provider and an enjoyable, stimulating and challenging place to work. The policy will include:

- Observing HAL policies and procedures
- Treating all stakeholders with courtesy and with respect for their rights, duties and aspirations

Employees who do not conform to this standard of conduct will be subject to disciplinary process as detailed in this policy.

2.3 Guiding Principles

The following principles will be applicable under this policy:

- All Staff Members are to sign a declaration of their observance of the code of conduct, upon joining the Company.
- Employees must comply with the code of conduct in their day to day work.
- Any observed cases of non-compliance must be reported to the HoD, the Head of HR and Administration, or the MD.

2.4 Hours of Work

HAL's standard working hours are as follows:

DAYS (Monday Till Friday)	
Morning and early afternoon	08:00 – 13:00 hrs.
Lunch Break	13:00 – 14:00 hrs.
Afternoon	14:00 – 17:00 hrs.

- i. All employees are expected to adhere to prescribed working hours unless they have made acceptable prior arrangements. Failure to do so may lead to disciplinary action being taken against the employee
- ii. Employees may be required to work outside the prescribed working hours depending on the prevailing circumstances.
- iii. Employees who work over and above the normal working hours provided will be entitled to overtime or time off in lieu following consent by employees, provided that approval is obtained beforehand from the immediate HoD. This also applies to those who work on their designated rest days and gazette public holidays.
- iv. All offices will remain closed on gazetted public holidays and rest days except in cases when it is in the company's interest to work on these days.

2.5 Conflict of Interest

Employees must not engage directly or indirectly in any business activity that competes or conflicts with the Company's interests. Staff are not to get into any situation where their personal interests' conflict or appear to conflict with the interest of the Company or its customers. This applies within and outside the official business hours. Engagement in business or employment outside the Company is considered a conflict of interest. Where members of staff have a financial interest in a business, whether as a sole proprietor, partner, shareholder, creditor or debtor where a conflict of interest exists, such interests must be disclosed immediately to the MD and written approval sought. If there are any doubts about the issue of conflict of interest, it is best to seek written clarification through their respective Managers. The following principles shall apply:

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1. Members of HAL shall conduct themselves at all times in a manner befitting their status such as members of a reputable national organization.
2. By accepting appointment, the employee pledges himself or herself to discharge their duties and to regulate their conduct within the interest of HAL only. They shall neither seek nor accept instructions from any other authority external to HAL.
3. HAL's staff shall not engage in any activity which is incompatible with the proper discharge of their duties within HAL or which may adversely reflect on their status or the integrity, independence or impartiality.

2.6 Non-Disclosure of Confidential Information

It is the responsibility of all HAL employees to keep all organization information known to them confidential. This information may be written or oral. Each employee must exercise care in handling, taking custody of the organization's information. All employees are expected to exercise control over the organization's confidential information, which may be acquired in the course of their employment with HAL.

Any unauthorized disclosure of the organization's information is a serious offence and appropriate disciplinary action will be taken against the employee. No employee shall use confidential information concerning the organization for personal gain. In addition:

- i. Employees shall not make public statements or engage in any other activity relating to the purpose, functions or interests of HAL, unless specifically authorized by the MD.
- ii. Employees shall not communicate to any person any official information known to them by the virtue of their employment with HAL, except as directed by the MD.

2.7 Acceptance of Gifts

HAL shall maintain principles of conduct that will ensure that all business relationships function in an atmosphere of complete objectivity. All employees who participate in the selection of suppliers, products, or business opportunities are expected to adhere to these principles.

All employees shall openly declare any gifts, cash or other gifts in kind which they receive from HAL's business partners/members. Gifts which might place the employee in a difficult prejudicial or

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embarrassing position or interfere in any way with the impartial discharge of his duties will be discouraged. Any known or suspected violations of this policy should be reported to the Head of HR and Administration immediately.

- i. Gifts will be defined as merchandise, rewards, fees commissions or other items given to any HAL employees by outsiders. Gifts that are worth Kshs 5,000 and above must be declared openly to the Head of HR and Administration to promote transparency and discourage corrupt practices.
- ii. Gifts in kind will be defined as the personal use or enjoyment of facilities, properties, weekends etc. which are not incidental to normal business relationships.

2.8 Corrupt Practices

- i. Misappropriation or embezzlement of HAL funds, involvement in corrupt practices, receipt or solicitation of gifts, rewards, fees or commissions by employees is prohibited.
- ii. Supervisors will not exercise undue pressure to employees to support incorrect viewpoints, sign false or misleading documents or carry out unethical behaviors.
- iii. Employees shall not solicit for rewards/bribes before, during and after performance of duties assigned to them.
- iv. Failure to declare to the MD any business interests particularly where companies, partnerships or associations in which one holds interests/does business will result in disciplinary action.
- v. Conversion of HAL funds, vehicles, assets and resources for personal use is completely prohibited and will result in disciplinary action.
- vi. Associating with parties through which HAL losses funds and/or assets as a result of improper/fraudulent documentation either by self or by third party will result in disciplinary action.

2.9 Workforce Diversity

HAL encourages diversity in terms of religion, socio-cultural orientations, and ethnic backgrounds. It is the duty of every colleague to make an effort to create harmony and peaceful co-existence at

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the work place by avoiding and discouraging bigotry. Additionally, no supervisor will practice bias or malice in their treatment of colleagues especially on matters relating to performance evaluation, discipline, recruitment, salary increment and other benefits.

2.10 Trusteeships

Staff must not seek appointments as executors, administrators or trustees of customers' estates. If such an appointment is made and the staff member is a beneficiary of the estate, his signing authority for the estate's bank account(s) must be approved by the MD.

2.11 Abuse of Power

Abuse of power includes but is not limited to the use of the Company's name or facilities to obtain personal advantage in political, investment, retail or other transactions and activities. This includes soliciting and accepting any gifts or favors.

2.12 **Procurement:** Employees must not participate in, or influence the purchase of goods or services from any company in which that employee has a direct or indirect interest.

2.13 **Preferential Treatment on Staff Benefits:** Employees must not extend to relatives, friends or other third parties the benefits and preferential rates accorded to them by the Company by virtue of their employment.

2.14 **Use of Company Name:** Employees must not use the Company's name or facilities for personal advantages in political, investment or retail purchasing transactions, or similar types of activities

2.15 **Use of Company Facilities:** Acts of dishonesty involving theft, misuse, destruction, misappropriation of money, property, office equipment, supplies or any other items of value are prohibited. Employees are to protect and properly use the Company's property including computers and internet access for the Company's business only.

2.16 **Frauds, Forgeries and Falsehoods.** Any unlawful making of misrepresentation which causes actual prejudice or which is potentially prejudicial to the Company, customers or suppliers will be ground for immediate summary dismissal and prosecution in line with the terms and conditions of service spelt out in this policy and the Employment Act (2007).

2.17 Intellectual Property, Trademarks, Copyrights and Patents.

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Employees are to protect and where appropriate enforce the Company's intellectual property rights. Employees are to protect the Company's trademarks, copyrights, patents, documentation, training material, computer codes, publications, and other works of authorship they develop for the Company. In the course of their work, Staff may create, discover or develop software, methods systems or other patentable inventions when performing their responsibilities or utilizing information or resource available in connection with their employment. To the extent permitted by law, all such works of authorship and invention whether or not patentable or protectable by copyright trade secret or trademarks remain property of the employee. HAL shall however have first right of refusal. In the same way, employees must respect the intellectual property belonging to third parties. They must not load unlicensed software in their computers.

2.18 Soliciting and/or Acceptance of Gifts, Favors, and Inducements:

Employees must not solicit or accept directly or indirectly, any cash or monetary equivalents, gifts, tokens or any objects of significant value or preferential treatments from any person or enterprise that has or is seeking business with the Company where doing so may influence, or appear to influence their business judgment. Indirect gifts can include gifts to family members. Conversely employees must also not offer excessive gifts or entertainment to customers and other whose business the Company may be seeking.

2.19 It is against Company policy to engage in any form of bribery, corruption, including the offer or acceptance of any payments, gratuities, kickbacks, to obtain or retain business or secure services. Employees must not make any expediting or facilitating payments that may be demanded by government personnel to take routine action to which the Company is entitled under applicable law.

2.20 Christmas Gifts and Tokens. Where Christmas gifts or such other festive season's gifts are given in appreciation of work well done or in appreciation of the business relationship, no member of staff shall individually receive a gift. All gifts received will be pooled together at the departmental level and a raffle conducted to give equal chance for all employees.

2.21 Personal Financial Responsibility

Employees must be especially careful in the management of their personal finances. Employees should practice the principle of living within their means and not expose themselves in circumstances that could lead to their financial embarrassment or reflect unfavorably on the

Company. Providing the Company with false information about one's financial position will lead to disciplinary action as per the disciplinary policy. Soliciting funds from colleagues is prohibited.

2.22 Misrepresentation

Misrepresentation of any form in material fact by a prospective employee during the recruitment, selection, appointment and deployment process shall be sufficient and mandatory ground for summary dismissal from employment. If it becomes evident, subsequent to an employee's appointment that the employment in a given capacity was the result of the submission of materially misleading information, the employment shall be annulled without prior notice and without compensation.

2.23 Confidentiality

All employees are enjoined to observe secrecy and utmost confidentiality in Company dealings. No member of staff should during, or upon and after termination of employment with the Company (except in the proper course of duty and/or with the Company's written consent) divulge or make use of any secret correspondence or accounts of the Company or its customers.

Employees are also to safeguard the privacy, confidentiality and security of employee data and respect and maintain the confidentiality of information staff learn about other colleagues. Such information includes but is not limited to salaries, health status, disabilities etc. Staff must not share this information with anyone inside or outside the Company, except as is necessary to perform his or her role.

2.24 Research on the Company

Employees are not to carry out research including research for academic purposes, based on the Company without written authority from the MD.

2.25 Records and Reports

All records and reports that every employee is responsible for must be accurate and complete. Employee should never make or facilitate false entries, or obscure the true nature of a transaction. Access to and use of all records, computer files or programs of the Company must be limited to authorized persons and for the Company's use only.

2.26 Reporting of Fraud, Risk, Irregularities and Errors

Personal integrity is of utmost importance for HAL as a Company. As a member of Staff, one may become aware of a security risk, fraud, theft, misuse, misappropriation, errors and other irregular or unethical practices. Even if it involves a more senior Staff, it is the duty of the employee to inform their respective Manager, Security Manager, Head of HR and Administration or the MD without delay.

If employees suppress that information, they could later appear to have been part of a conspiracy. However, it is important to remember that directly and immediately confronting a suspect with an accusation could lead to personal danger, destruction of vital evidence, a cover up and an improbable accusation. It is thus better to promptly make a clear report of suspicion to the authorized people as indicated above. Irregularities by junior staff will not be excused on the plea that they were acting under orders of their supervisors.

2.27 Gambling, Alcoholism and Substance Abuse

Gambling, consumption of Alcohol and Drugs are not permitted. Gambling even during employees' working hours and on company resources is completely prohibited. Employees should not be under the influence of alcohol or drugs while on duty or acting on behalf of the Company.

All work premises of the Company are smoke free zones and smoking is restricted to the designated smoke zones. Employees should not smoke whilst within the premises or inside vehicles of the Company.

Employees are not to report to work or remain at work while intoxicated. Employees are prohibited from using or possessing alcohol while on duty. The possession, use, purchase or distribution of illegal drugs (meaning those drugs which there is no generally accepted medical use, e.g. marijuana, cocaine) by employee in a company vehicle, at a job site, on company property, or during work hours is strictly prohibited.

2.28 Interpersonal Relationships

Employers and employees build professional relationships and treat one another with respect. They are discouraged from having personal and romantic relationships with colleagues as this creates conflict of interest and moral concerns where one or both colleagues are married. However, in cases where this occurs the Head of HR and Administration will address the issue on a case by

case basis. All such relationships must be declared to the HR by the concerned employees. Failure to declare will lead to disciplinary action.

2.29 Whistle Blowing

The Whistle-blower Policy is intended to encourage employees and others to raise serious concerns within the company prior to seeking resolution outside the organization, and to enable them to do so without fear of retaliation or victimization.

If an employee is not comfortable sharing the issue with her supervisor or is not satisfied with the supervisor's response, he is encouraged to directly contact the Head of HR and Administration or the MD.

In response to any reports of wrongful conduct received, the company will promptly carry out a full and fair investigation of the reported conduct and take appropriate actions based on the findings. Anonymous reports will not be acted upon.

All whistle-blowers will be protected and the information held in strict confidence. Therefore, no one who reports in good faith wrongful conduct will suffer harassment, retaliation, or adverse employment consequence. A Supervisor or Manager who retaliates against a person who has reported a violation in good faith is subject to discipline up to and including termination of employment.

Anyone filing a complaint of wrongful conduct must be acting in good faith and have reasonable grounds for believing the information disclosed indicates wrongful conduct. Any allegations that prove to have been made frivolously, maliciously, or knowingly to be false will be viewed as a serious disciplinary offense.

Reports of wrongful conduct or suspected wrongful conduct will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. A special email address has been set up to with restricted access by the MD and the Head of HR and Administration.

2.30 Care for company property

Employees are expected to look after the organization's property and resources. Conversion of HAL funds, vehicles, assets and resources for personal use is completely prohibited and will result in

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disciplinary action. Associating with parties through which HAL losses funds and/or assets as a result of improper/fraudulent documentation either by self or by third party will result in disciplinary action.

2.31 Protection of the company's image

HAL employees are expected to conduct themselves in a manner acceptable to the general public while maintaining a good image and reputation of the organisation. They are prohibited from making or uttering false statements about the organization to the general public. The deliberate use of insulting language to members of the public or engaging in conduct which is interpreted as deliberate insult to HAL will result in disciplinary action against the individual.

2.32 Proper dressing and personal grooming

Employees are expected to exhibit good judgement in selecting work attire. All employees will practice good personal hygiene and should be clean, neat and professionally appropriate. HAL reserves the right to request a staff member to dress to an appropriate standard as a condition of employment. Employees will be allowed to “**dress down**” on Fridays or to wear “**branded clothing**” when on official duty or at Company functions.

2.33 Other terms and conditions of service

2.33.1 Transfers

The company reserves the right to transfer an employee at any time to serve in any business unit, subsidiary company or station in Kenya and outside Kenya. In doing so, the company shall have due regard to the employee's career development and pursuit of company interests.

2.33.2 Secondment

From time to time, employees may be seconded from one of the Subsidiary Companies. Conversely, HAL may second an employee to another company to gain specific skills requirements and exposure to meet its objectives. This is a recognized form of development as the seconded employee will gain new skills and experience and ultimately enhance their career development. This will be handled on a case by case basis based on the business case.

3. LEAVE

3.1 Policy Statement

HAL recognizes the importance of employees having a healthy work life by taking time off from work. This provides an extended period of leisure time during which employees can have a break from work, relax, and therefore, return to their jobs refreshed. Leave is however subject to exigencies of duty.

3.2 Categories of Leave

For purpose of administration of this policy, leave will normally fall under the following categories:

- Annual leave
- Compassionate leave
- Study leave
- Sabbatical leave
- Unpaid leave
- Sick leave
- Maternity leave
- Paternity leave
- Company shut down leave

3.2.1 Annual leave

Employees shall be entitled to paid annual leave of minimum of 21 days subject to exigencies of duty. The following principles will be followed in the administration of annual leave:

- i. Annual leave shall be on working days basis.
- ii. In all circumstances, leave entitlements for any year must be taken in full. Deferral or accumulation of leave will not be allowed. However, where exigency of duty does not allow an employee to fully utilize his annual leave, such employee may be allowed to carry over the leave days to the next year. Such leave shall be utilized by 31st March of the ensuing year. Carryover of leave to the next year must be authorized by the employee's immediate supervisor and HoD in writing.
- iii. A newly appointed employee shall be granted annual leave after confirmation of service. However, where an employee has worked for less than 12 months in any leave earning period, they shall be granted a prorated entitlement of such leave.
- iv. Managers will be responsible for managing leave for employees in their respective departments and ensuring that the overall leave objectives are met.

- v. To avoid disruption of work schedules, each HoD will be required to prepare leave plans by 31st January of every year, and submit copies to the Head of HR and Administration for administration purposes
- vi. Employees are required to apply for leave through the Leave Application Form (**Appendix 5**) and approvals must be obtained from the relevant authorities. Employees must not proceed on leave before the required approvals. Leave applications must be made at least 1 week in advance prior to the date requested, except in cases of emergencies. The HR department will ensure all leave records are accurate and up to date.
- vii. Leave will be taken in blocks of minimum 5 working days except when clearing the balance of leave thereof. HAL recognizes the importance of annual leave sustaining productivity by giving employees time to rest, “recharge batteries” and get some balance. As such, employees are encouraged to take uninterrupted annual leave of at least two (2) consecutive week’s annual leave as required by the employment Act.
- viii. Leave once approved should be taken in its entirety. However, if the exigencies of duties so require, and provided in an agreement between the employee and the Company, an employee who has been granted leave may be recalled to duty before its expiry, the unspent leave will in such a case be reclaimed when the exigencies of duties so allow.
- ix. Failure to return to work on expiry of any agreed leave of absence will be treated as absconding duty and will result in summary dismissal
- x. In the event of an employee’s appointment being terminated by the Company, or in the event of an employee resigning his appointment, any balance of leave entitlement shall be commuted to cash and paid together with terminal dues. Otherwise, the company shall not pay cash in lieu of leave not taken.
- xi. If an employee has taken leave days in excess of their entitlement up to the last day of employment, then a deduction will be made from the final dues to recover the un entitled leave days.

3.2.2 Compassionate leave

An employee will be granted compassionate leave, also known as emergency leave of up to 10 working days in any one year, under exceptional circumstances to attend to personal matters pertaining to bereavement or hospitalization of an immediate family member (spouse, child, father, mother, sibling, father in law, and mother in law).

For other bereavements (persons other than immediate family members), employees may utilize part of their annual leave entitlement.

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When an employee is unable to report on duty due to loss of a family member (as above) s/he must notify their superior within twenty-four (24) hours.

Where an employee requires compassionate leave in excess of the allowed maximum, this may be granted and deducted from the annual leave if not yet enjoyed or as leave without pay, at the discretion of the management.

3.2.3 Study leave

HAL will grant employees who are pursuing studies to get time away from normal duties in order to sit for exams. The following conditions will apply:

- i. Staff members taking leave to prepare for exams will be granted study leave corresponding to the actual exam days. This will not include the preparation for the exam days. The staff give a one month's notice before taking any such leave.

3.2.4 Sabbatical leave

Sabbatical leave is at the discretion of the management and will only be approved under exceptional circumstances to enable an employee pursue personal interests which would not ordinarily be accommodated within formal employment. An employee seeking sabbatical leave should apply at least 3 months in advance through their respective HoD. Such leave will not be paid.

3.2.5 Unpaid leave

In exceptional circumstances employees may request to take leave without pay. This should be requested through the respective HoD. Such leave should not exceed 20 working days in any calendar year.

Approval of leave without pay is at the discretion of management. An application giving personal details, employment details, the amount of time and the reason for the leave should be submitted by the employee. Other types of appropriate paid leave should be used before approval for leave without pay can be granted.

3.2.6 Sick leave

If an employee falls sick and is unable to attend to his duties, he will report to his immediate supervisor or arrange for the immediate supervisor to be informed within 24 hours. The employee will have to produce a doctor's certificate giving details of his absence from duty. If an employee

fails to submit a medical certificate, he will be treated as being absent from duty and will be subject to disciplinary procedures.

If the medical doctor considers extension of the period of absence, it shall be the employee's responsibility to arrange for submission of further report to his immediate supervisor and Head of HR and Administration.

An employee who is absent from duty owing to illness not caused by his own neglect or misconduct, and who has complied with the provisions above, will be eligible for sick leave as follows;

- i. An employee who due to sickness is absent from duty will receive his full gross salary for a maximum of 30 days and thereafter sick leave with half pay up to a maximum of 60 days.
- ii. An employee may be granted in addition to leave prescribed above up to a maximum of 2 months without pay.
- iii. Where an employee is unable to report for duty after exhausting his sick leave, HAL shall only terminate his employment after obtaining a medical report from a qualified medical practitioner with explicit recommendation for termination on medical grounds. However, in the event that the sick employee's doctor recommends otherwise, parties may resort to a medical board to assess and give a final opinion on whether or not the said employee should be terminated on medical grounds. Before an employee is terminated on medical grounds, they will be given an oral hearing in the presence of the employee's employee of choice.
- iv. An employee, who has been involved in occupational accident, shall be entitled to sick leave period of 12 months of half pay upon presentation of a duly executed certificate of incapacity from the treating medical practitioner.
- v. In all cases, the allowed period of sickness with full or half gross salary will be an interval of one year
- vi. Sick leave, which is not approved, will either be deducted from annual leave or salary.
- vii. Sick leave will not be accumulated from one year to the other year. There will be no provision to carry forward the sick leave not taken to the following year.
- viii. All sick leave taken at different times of the year will be added up to determine the amount of sick leave taken in any one year
- ix. Staff who fall ill during their annual leave and are granted sick off must notify their supervisor immediately for planning purposes. The sick leave days will be not form part of the annual leave.

3.2.7 Maternity leave

Female employees will be entitled to maternity leave with full pay for a maximum period of 3 months i.e. 90 calendar days. This will be exclusive of the normal annual leave and will be taken separately. A female employee will be entitled to her annual leave days due for the year.

Female employees are encouraged to submit their application for maternity to their supervisor within a reasonable period to allow for planning purposes.

During the period when a female employee is on maternity leave, her normal benefits and entitlements, including her rights to seniority or advancement and the accumulation of pension rights, shall continue uninterrupted in the manner in which they would have continued had she not gone on such leave, and her period of service shall not be considered as having been interrupted, reduced or broken by the exercise of her right to maternity leave in terms of this policy.

Where an employee requires more time before or after childbirth over and above the stipulated entitlement and having exhausted their annual leave, she may apply for unpaid leave and this shall only be granted after such leave is approved by their respective supervisor/HoD.

Where the pregnancy is terminated other than by birth of a living child and the employee has not commenced maternity leave or where an employee proceeds on maternity leave and the pregnancy results into a still birth, such a case will be treated as sick leave.

3.2.8 Paternity leave

A male employee shall be entitled to fourteen (14) calendar days paternity leave with full pay in each year. Paternity leave will commence upon release of an employee from work subsequent to presentation of birth notification certificate. Such paternity leave shall be taken immediately after the child's birth. In case of an employee with more than one wife, he will be entitled to paternity leave only in respect of the wife registered in HR records maintained in HR department and such leave shall be taken not more than once per year.

Except in cases of unforeseen emergencies, maternity or paternity leave will be applied for following the same procedures as the normal leave.

3.2.9 Company shut down leave

Leave taken during scheduled or un-planned company shut down will be treated as part of the employee's annual leave and will be applied and approved through the normal leave application procedure.

3.3 Handing Over for Leave

An employee proceeding on leave shall hand over his roles and responsibilities to his immediate supervisor and designated acting employee to ensure continuity of the department's operations during the absence of the employee. The following procedure shall be followed;

- i. The employee applies for leave notifying the immediate supervisor/HoD of his intention to proceed on leave.
- ii. The Supervisor identifies a colleague to handle the work of the employee proceeding on leave.
- iii. The employee then prepares brief handing over notes indicating all pending assignments and action(s) to be taken.
- iv. The supervisor oversees the handing over process and ensures that it is done well.
- v. Upon return from leave, the employee will receive an update from his colleague who was handling his work and handing over will be done to the employee and confirmed by the supervisor.

3.4 Public Holidays

HAL will observe official public holidays as shall be declared by the Government of Kenya.

If a public holiday falls on a Sunday the following Monday will be observed as a holiday.

Due to the nature of HAL's operations, an employee may be required to work on a gazetted public and this will be addressed in line with our overtime and time in lieu policy.

If a public holiday falls on a day(s) during the employee's annual leave, the leave days will be extended by a similar number of days.

3.5 Religious Holidays

HAL respects the religious beliefs of its employees and will accept the absence of employees on recognised religious holidays, such as the following:

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- Christmas and Easter;
- Eid-UL-fitr;
- Diwali;
- Hindu New Year; and
- Eid-UL-Adha.

HAL further recognizes there may be additional religious holidays other than those designated that an employee would like to observe. Formal requests to observe such events must be made to the Head of HR and administration and the immediate supervisor for approval.

4. PERFORMANCE MANAGEMENT

4.1 Policy Statement

HAL is committed to fostering a high-performance culture in order to meet its mission and objectives. To achieve this, the company will provide each employee with clear performance objectives, on-going coaching and feedback, professional development, and recognition for outstanding work.

As a means to enhance accountability and responsibility for performance, HAL shall have a performance agreement system for each employee at the beginning of each financial year or performance cycle or on employment.

In developing a performance agreement, the employee and supervisor shall set the employee's objectives for the year in line with the organization's overall objective and employee's revised job description if applicable.

4.2 Policy Objectives

Performance Management is central to the attainment of the company's objectives. Specific objectives of this policy are: -

- i. To ensure that employees have a clear understanding of the quality and quantity of work expected from them;
- ii. To ensure that employees receive on-going information about how effectively they are performing relative to expectations;
- iii. To identify and manage high performing employees and at the same time provide a structured manner of dealing with employees who do not meet the set performance criteria;
- iv. Effectively manage employee development through training and career planning.

4.3 Guiding Principles

HAL recognizes performance management as an integral part of its business strategy and key to growing people.

To achieve the above objectives, the company's performance management will be guided by the following principles:

- i. There will be a shared responsibility between supervisor and employee.

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- ii. There will be a linkage between individual objectives with corporate in diversity and unit goals and the Company's core values.
- iii. The performance management cycle from goal setting to performance monitoring will be taken into consideration
- iv. There will be input for human resource decisions (e.g. reward management, recognition, succession planning, etc.).
- v. Performance management will be a continuous process and not a one-off event.

4.4 Sequence of performance management system activities

The performance management will be driven by the following processes:

- i.Objectives and target setting
- ii.Performance assessment
- iii.Development planning
- iv.Skills profiling
- v.Competency review
- vi.Performance feedback

4.4.1 Performance targets

Performance Management will be developed jointly by the employee and the Manager with shared responsibility for achieving results. Sharing responsibility and commitment to achieving the plan, requires on-going discussion throughout the year with regular progress checks. Self-development and self-assessment play an important role in continuously striving to improve individual performance.

Performance targets will be determined by the business plan and cascaded to their respective individuals in their departments. Annual Targets will be prepared and set by the 15th of December of every year

Any changes to targets as a result of job change or other changes will require approval of the respective HOD and a copy to the Head of Human Resources. Employees who have been transferred to other departments will be assessed before moving to the new department where they will sign new performance targets for the remaining part of the year. Both ratings will be considered during the end year review.

4.4.2 Performance assessment

This is the culminating communication of the performance cycle, focusing on areas of achievement, areas for improvement, skills and competency assessment, employee development, career development and goals for the future. It is important that the assessment is carried out in an honest, fair and open manner.

The Company recognizes two forms of reviews – Mid Term and Annual Reviews in July and December of the following year respectively. Overall performance against set targets will be aggregated and overall score indicated on the Performance Assessment Form and the Balance Scorecard. The rating criterion will be included in the Performance Assessment Form.

4.4.3 Performance Appraisal

All employee annual appraisals shall be in writing and signed by both the employee and his supervisor to confirm that the discussion on his performance took place.

Performance appraisals shall have clearly defined rating grids and explanations of what the scoring and ratings used stand for so as to ensure clarity of ratings awarded. Performance appraisals shall form the basis for the company's staff training and development plans.

The appraisal process shall be a tool to enhance motivation and commitment by providing regular and scheduled opportunities for feedback on performance and discussion of work-related problems as well as suggestions for improvement.

4.4.4 Performance Appraisal Process

The appraisal process shall be as follows:

1. The supervisor and the employee will agree on the date for a performance appraisal meeting. This must be within the allowable time frame for each role. The frequency of performance appraisals is noted on position descriptions.
2. The supervisor and the employee will meet and agree any objectives for the next appraisal period.

4.4.5 The 360 Degree Feedback Process

Feedback for performance appraisal will use the 360-degree approach and will be drawn from:

- i. **The employees own self-assessment:** Self-assessment will be based on the agreed upon Key Performance Indicators.

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- ii. **Feedback from colleagues who are in the same department.** This feedback is based on competencies identified by the immediate supervisor which are deemed as important in meeting the Key Performance Indicators. These include competencies such as teamwork, initiative, interpersonal skills etc.
- iii. **Feedback from the supervisor:** Feedback from the supervisor will be based on the agreed upon work-plan and the Key Performance Indicators as well as any other significant work-related achievements.

The performance appraisal process will also involve developing the Personal Development Plan of the employee by identifying the professional job or career growth goals and the support (resources, training, experience, etc.) which would benefit professional growth goals in the coming year. The feedback from this process will be used in developing the training needs analysis. The performance appraisal form is presented in **Appendix 8**.

4.5 Roles and Responsibilities in the Performance Appraisal Process

i) The Role of Appraiser

The Appraiser takes the role of a coach and ensures that the targets agreed are aligned to the annual plan and objective. In addition, the coach will need to ensure that targets are aligned to the overall objectives of the company. The coach is responsible for ensuring regular performance reviews as per the agreed guidelines.

ii) Role of the Employee

The process will be driven by the employee. The employee shall discuss and agree targets with their respective coaches. It is important that the target setting process is seen as a two-way discussion driven and owned by the employee.

iii) Human Resources Department

The Head of HR and Administration shall be the business process owner, and will be responsible for ensuring that the company achieves the plan of action of performance management and ensure that the policy is adhered to.

4.6 Core Competencies

The management will identify core competencies for employees of HAL which will form part of their performance appraisals. All employees are expected to demonstrate understanding and

application of the core competencies and this will form part of performance assessment and feedback system

4.7 Performance Improvement Plan

The main objective of this section is to:

- i. Ensure that, where an employee's performance has not attained the required standards, appropriate steps are taken to enable the employee to reach the performance standard required, and;
- ii. Provide fair and effective arrangements for dealing with under performance.

4.7.1 Definition of under performance

Under performance occurs when an employee performs below the required standards in the set objectives and in the overall job role.

4.7.2 Identifying the under performer

Under performance will normally be identified by line management when carrying out performance assessment.

The line manager/supervisor is responsible for:

- i. Identifying under performance through performance assessment;
- ii. Handling under performance effectively and in a fair and professional manner;
- iii. Ensuring that employees are aware of the policies and procedures for dealing with under performance;

The HR function is responsible for undertaking the following:

- i. Providing technical and professional advice, guidance and support to line management and staff; and
- ii. Coordinating the tracking of under performers to ensure that appropriate action is taken by the Line Manager.

4.7.3 Procedure for Performance Improvement Plan

1. First performance review

As soon as an employee's performance is causing concern, the supervisor/manager should discuss the situation with the employee and identify and agree on the problem, establish the contributory factors and agree on a course of action. A specific and target-based action plan (including training, counselling, etc.) should be agreed which will define the extent of the improvement required and

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confirmation of the date of the next performance review. The second review should be undertaken at the end of a period of 2 months.

2. Second performance review

The supervisor or manager should review with the employee's performance in light of the previously agreed action plan. Should the required performance improvement not have been achieved, the employee in question will be advised that if the required improvement in performance does not materialise by the next review, termination of employment will take place.

However, the supervisor or manager should analyse whether the particular employee has any strengths and determine whether it is possible to re-deploy the staff to another department before this decision is made. A further targeted action plan should be agreed and a date determined for a follow up review. The third review should be at the end of a period of 3 months.

If it is concluded that the employee will not succeed in reaching the standard required, it should be recommended to the reviewer's superior that the employee's employment be terminated on grounds of continued poor performance.

3. Termination of employment

The termination of an employee, who has consistently performed below the required standard, should be considered carefully. Due diligence and professionalism should be properly exercised before discontinuing an individual's employment.

If a member of staff who had previously been an under performer reaches a satisfactory level of performance, it will be advised in writing that no further action will be taken regarding a possible termination of employment on this occasion.

4.8 Recognition and Rewards

4.8.1 Merit Increment

- a) A merit increment refers to a percentage increase on an employee's basic or consolidated salary and the employee's performance.
- b) The percentage increment for merit shall be determined each year by the management in consultation with the board. Implementation of merit increments will however be subject to the availability of funds.

- c) Merit increments shall be forfeited for employees who have had at least one documented disciplinary action case over the period in review.
- d) Merit increments shall only apply to those employees who have served for a period of not less than 12 consecutive months. However, in the case of employees serving on an employment contract of less than one year, appraisal will be carried out as at the end of the financial year and the merit increment prorated based on the months worked as at that date.

A salary adjustment template is presented in **Appendix 9**

4.8.2 Other Rewards

Other rewards for performance may include;

- A one-time monetary bonus for exceptional performance,
- Written or verbal commendation to the employee which must be documented and filed in the employee personal file, gift vouchers,
- Recognition awards or trophies,
- Sponsorship,
- Employee of the year awards, etc.

The value to the reward or bonus awarded may exceed the value of an employee's monthly consolidated salary. Any exceptions shall however, be handled at the discretion of the management.

4.9 Promotions

In evaluating an employee's qualifications for promotion, the organization shall give emphasis to the employee's merit and ability while, in addition, taking into account experience, work performance, length of service, professional credentials and seniority.

In a case where a HoD recommends an employee for promotion in preference to another more senior employee, the HoD shall submit confidential reports to the management team on both employees indicating their specific qualifications for the promotion and grounds for recommending the employee.

A serving employee who is recommended for promotion to a new position (with new duties and responsibilities and possibly new duty station) shall receive a new job description for the position.

Such a promotion to a new and more senior position shall be subject to the approval of the management and Board. A promotion letter template is presented in **Appendix 10**.

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4.10 Succession Planning

HAL will endeavor to carry out succession planning in order to guarantee business continuity and sustenance.

- i. The succession planning will provide a plan and process for addressing the changes that will occur when employees leave the organization.
- ii. The succession planning will focus on the most senior positions although all key positions will be included in the plan. (Key positions in this case will be defined as those positions that are crucial for the operations of HAL and are deemed difficult to replace because of skill, seniority and/or experience)
- iii. The succession planning will involve:
 - Summarizing the profiles of all the current senior managers and key position holders with details including, the name, position, number of direct reports, performance rating, next promotion level.
 - Summarizing the profiles of potential successors (at least two), with details of their current positions and qualifications as presented in the schedule below:

MANAGEMENT SUCCESSION SCHEDULE				Department	Director/Manager:		
Existing Managers					Potential Successors		
Name	Position	Number of direct reports	Performance Rating	Position promotable to	Names 1 st & 2 nd choice	Positions	Qualifications and skills set

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Existing managers will use the succession plan to develop and mentor their potential successors.

5. LEARNING AND DEVELOPMENT

5.1 Policy Statement

HAL recognizes the need to develop its people so that they are fully equipped to deliver its current and future business objectives. The policy sets out guidance for individuals and managers that enable decisions to be made regarding access to learning and development opportunities, making links with the Knowledge & Skills Framework for specific roles.

5.2 Policy Objectives

The overall objective of this Policy is to ensure that learning and development activities are aligned with the objectives of the company. Specific objectives are to: -

- Ensure that the Company has people with the appropriate knowledge, skills and competencies to meet its business objectives in both the short and longer term.
- To allow employees to achieve their potential and career aspirations both within the company and wider community.
- Prepare staff for career development and succession
- To ensure that learning and development activities are implemented in a structured and objective manner.
- To enhance the company's ability to adopt and use advances in change and technology because of a sufficiently knowledgeable staff.
- To build a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- To promote the use of the full range of development opportunities, ensuring that where a formal course is chosen it is the most appropriate solution.

5.3 Guiding Principles

The policy will be guided by the following Principles: -

- i. Equality of opportunity in all aspects regarding employee development.
- ii. The policy will be aligned to the performance management program framework through the personal development plan that identifies specific training needs for employees.
- iii. Learning will be organizational based and give measurable benefit to the organization.
- iv. Individual career development and talent retention will be linked to learning.
- v. Learning and development will be subject to availability of funds.

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5.4 The Training Process

Training needs will be assessed by analyzing three major human resource areas: the organization as a whole, the job requirements and the needs of the individuals. Other key areas of consideration will be the core competencies and core values as may be required from time to time.

5.4.1 Individual Training Needs

These will be identified through the Performance Management process specifically through the Personal Development Plan. When individuals work objectives have been agreed they should, with their line manager, consider the development needs to enable them to meet those objectives. At the same time individuals should consider their longer-term career aspirations and identify the development needs arising from these. Consideration will also be given to the individual's level of knowledge, performance and personal growth needs, together with information about safety, quality and any other initiatives within the year. A training needs assessment form is presented in **Appendix 11**. These should always be discussed with the immediate supervisor who will need to take account of the needs of the whole team and operational requirements before agreeing.

5.4.2 Functional/Team Based Training Needs

These needs will be identified by the HoDs and incorporated in the departmental training plans and forwarded to the Head of HR and Administration for incorporation with the Company's Annual Training Plans.

Other needs may be identified through the year as a result of specific interventions including new work methods, changes etc. Again, the Head of HR and Administration should be advised at the earliest opportunity to allow for resources to be made available and the appropriate planning to take place. Development needs will be reviewed at least twice a year alongside the formal Performance reviews.

5.4.3 Organizational Development

In order to ensure that the organization remains competitive and effective, Organization Development focused training and initiatives will form part of the training needs analysis and will be part of the annual training plan. This will be assessed at both company and departmental level driven by the Head of HR and Administration.

5.5 Types of Training

The following trainings are recognized by the company: -

i. Internal Training Programs

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It is acknowledged that most of the training taking place internally, the following internal training methods are recognized (although not limited):

a. Induction

All new hires and employees who have been promoted will be taken through a thorough induction and training as stipulated in the recruitment and talent acquisition policy.

b. On-the Job Training

This is delivered to employees while they perform their regular jobs. This can be part of the annual training plan or on ad-hoc basis according to the training requirement.

c. Work/Job Rotation

This will be as part of continuous individual development plan and also on ad-hoc basis based on business requirements from time to time

d. In-House Training Programs

These training programs will be tailored to meet specific team-based objectives for the company. Such training initiatives shall have the key purpose of creating a motivated, skilled and effective workforce through which organizational goals are achieved. The various types of in-house training will include:

- a. On-the-job training by colleagues with expertise in specific fields
- b. Coaching by supervisors and peers
- c. Mentoring by supervisors and peers
- d. Cascade training by those who receive external training
- e. In-house courses organized by different departments

e. Workshops

Workshops may be organized at a departmental level, executive or other level by respective managers to meet certain objectives. The workshops can have an internal facilitator or external facilitator based on the need.

f. Apprenticeships/ Internship

This involves apprentice to practice a particular trade, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker. Apprenticeship is most appropriate for jobs requiring production / technical skills.

g. Open Courses & Conferences

The courses should be relevant and aligned to the trainee's job and be included in the annual training plan. The budget and final approval will be done by the Head of Human Resources and the Managing Director.

ii. Further/Higher Education

Time off release for further/higher education will be guided by the need and ability of the department to meet its departmental business objectives. However, the company acknowledges this as part of Continuous Professional Development although no financial assistance will be granted to employees wishing to register for such programs.

The company will give support through allowing employees to stagger their working hours to allow flexibility to attend evening classes and take study leave and part of their annual leave to attend exams. It is acknowledged that such facilitating staff allows the company to develop the capability of staff, aids succession planning, enhances morale, assists recruitment and retention and enables the organization to reach its strategic objective of building a professional and credible workforce.

Staff wishing to further their studies should complete the Continuous Development forms for approval by their respective Managers. It is important to note that the higher education being pursued by the employee should be directly linked to the job being performed by the employee and help to meet the company objectives.

5.6 Membership to professional bodies

HAL shall encourage and respect any employee membership to professional bodies in order that is viewed to be in support of career and professional development. The organization shall pay for all professional fees as it deems necessary to facilitate staff's work. An employee can belong to more than one professional body, the Organization shall pay for more than two professional memberships where necessary. The organization will also encourage employees to pursue further education in their respective areas by giving them the necessary moral support.

5.7 Procedures for Training Activities

All individual requests for additional training/development must be endorsed by the relevant Manager. A training request form is presented in **Appendix 12**.

The HR department will facilitate the process of planning for the training. Requests for study leave will be prioritized wherever possible according to service needs.

All attendance at education, conferences and training events will be recorded in a training file and the employee's personal file. Personal Learning Histories will be provided on request to assist with portfolio and personal development planning.

5.8 Training Delivery

Training delivery will take place on the job wherever possible whenever it is safe and convenient to do so. Training will be delivered by suitably qualified instructors using current methodologies. Training which cannot be delivered in-house will be facilitated by external providers who must be relatively affordable and within budget. All information regarding training will be circulated via the HAL Intra-net and will be accompanied by promotional literature to further raise awareness where appropriate.

5.9 Training Evaluation

The HR department will collate and evaluate information relating to training attended by employees, whether it is through an academic body, independent training organization, or internally facilitated. Emphasis will be given on quality and relevance.

Where courses or learning cannot be seen to be exerting a demonstrable benefit to the individual, team or organization as outlined in the learning contract, funding will be withdrawn unless an improvement plan is actioned.

Records of all formal training undertaken will be held centrally in the HR department.

5.10 Training Bonding

The company will seek to ensure that employees who have received specific training do not leave the services organization too soon after the training program. In addition to the existing staff retention strategies, the company will undertake to retain employees who have received such training through training bonding. HAL shall bond employees for training courses that are longer than six (6) months. the bonding period will be determined based on the duration and cost of the training program. Based on the above, the bonding period may be from one to five years. This will be agreed upon between the employee and the employer prior to the training.

5.11 Knowledge Management

HAL will endeavor to develop and maintain an efficient Knowledge Management system for the dissemination and utilization of knowledge towards improving the quality of HAL's services. This shall be done in the following ways:

- i. The Legal, and IT departments will collaborate with the offices of the MD's office to create a digital library via an online portal that will house resources that can be accessed by all HAL's staff. These resources include:
 - Write ups/reports on HAL
 - Write ups/reports about real estate
 - Proposals
 - Educational materials
 - Maps with geographical locations and other logistics of HAL's presence in Kenya and Africa. The online portal will allow for interactive communication/feedback via a discussion forum.
- ii. The HR and Administration department will on a periodic basis organize knowledge sessions to maintain awareness levels for all staff.

5.12 Internship and Management Trainee Program

HAL is committed to offering students and fresh graduates' opportunities to learn through the internship program and the management trainee program. The main purpose is to create opportunities to gain practical work experience, prior to entry into the labor market. This will also assist the organization in building a future talent pool which will support HAL's commitment to attracting and retaining qualified and competent staff that have the potential to ensure that the organization meets its short- and long-term talent needs.

The objectives of the program are: -

- i. To ensure that the HAL attains its short-term manpower requirements whilst providing an opportunity for students to use the workplace as an active learning environment.
- ii. To broaden HAL's talent base and enhance resourcing capabilities for HR department
- iii. To ensure that the company attains its Human Capital Development objective by according students opportunities to gain the requisite knowledge, experience and skills.
- iv. To strengthen HAL's current and future talent base.
- v. To offer graduates a dynamic, fast-paced work environment they can learn new skills and participate in an exciting range of projects and work in unique locations throughout the Organization.

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- vi. To building a strong employment brand for HAL and position it as an employer of choice.

5.12.1 Internship Program

The internship program will be guided by the following principles: -

- i. The program should be aligned to HAL's goals and objectives.
- ii. All interns will abide by the Company's policies and procedures.
- iii. Respective Managers and Supervisors will be expected to mentor interns throughout their learning period and to ensure they adhere to the terms of their contract.
- iv. The recruitment will be guided by the principles of the resourcing policy within the Company.
- v. Attachment opportunities will be accorded to students who are in their final year of their course.

5.12.2 Entry Requirements for the Internship Program

For students to qualify for the internship program at HAL, it is a prerequisite that they obtain letters of reference from their respective schools, colleges or universities specifying the areas of work which would enable them to gain relevant knowledge and skills from such attachments. The letter should also specify the duration of the year of attachment.

The potential candidates should be 3rd and 4th year students and shall follow the procedure below:

- Submit an application at any given period to undergo the attachment. All such applications have to be submitted to the Human Resource and Administration Department.
- Submit a letter from the institution where the studies are being undertaken indicating; the specific field for which the training is required and duration.

The intern shall be expected to:

- Integrate theory and practice in order to reinforce the alignment of the two to the benefit of the organization.
- Provide an appropriate feedback on the effectiveness of the program and mentoring arrangements. Abide by the rules and regulations of the Company and the respective Business Unit / Department.
- Demonstrate pro-activeness towards learning and self - development.

5.12.3 Internal Procedures for the Internship Program

The following internal procedures will apply for the internship program

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- i. All departments requiring student interns will be expected to develop a specific and detailed program on the duties the intern(s) will be expected to perform. The program should be in line with business needs and approved by the respective Head of Department and the Head of Human Resource and Administration.
- ii. All applications for internship and proposals shall be channeled through the HR and Administration department.
- iii. Each intern will be attached to a specific employee who will be responsible for duty allocation, mentoring and development.
- iv. The number of attachés per department will be subject to availability of work and the related resources in addition to the policy guidelines spelt in this policy.
- v. Each department will evaluate the contribution its interns and the respective supervisor will compile reports on the progress of individual interns, and submit these reports to HR and Administration Department.
- vi. At the end of the program the intern should submit a report for review by their supervisor and Head of HR and Administration.
- vii. All interns shall be governed by the rules, regulations and procedures of HAL. They are expected to behave and account for their conduct in the same way as any HAL member of staff. If the intern fails to perform and behave according to the rules and procedures of HAL, the company may decide to terminate his services having followed due disciplinary process
- viii. HAL reserves the right to terminate agreement with pay with an intern at any point during the specified period in line with specified guidelines, rules and regulations.

5.12.4 Internship Allowance

Interns will be given an internship allowance as per laid down policies meant to assist them in commuting to the office and purchasing relevant study materials.

5.12.5 Internship Duration

This will vary depending on the intern's performance and discipline but it is anticipated that the period should not exceed 3 months in any one academic year unless there are specific requirements from the institution. Where this time limit is exceeded, a written approval for extension should be sought from the Head of HR and Administration but the extension shall not exceed 6 months.

6. REMUNERATION, BENEFITS AND REWARD

6.1 Policy Statement

The purpose of HAL's remuneration, benefits and reward policy is to attract and retain the best qualified employees by offering a total compensation package that is:

- Commensurate with the size and scope of the job as per the Job evaluation principles.
- Competitive with other comparable organizations.
- Competitive within the geographical location.

6.2 Guiding Principles

The Company will be guided by the following principles:

- i. All compensation decisions will be documented. This includes decisions to give salary increments
- ii. The responsibility of reward will lie with the Head of HR and Administration and be approved by the MD as per the company salary structure approved by the Board.
- iii. Compensation policies and procedures will be transparent and available for reference by all employees
- iv. Employee reward and compensation decisions will be deemed as personal and confidential.

6.3 Salary Structure

HAL shall have an equitable and objective salary structure that is subject to review every 1 to 3 years and capable of allowing for annual adjustments.

The salary structure should include all the current and anticipated positions in the Organization's long-term strategic plans and strategies.

Salary surveys shall be conducted every 3 to 5 years to inform the salary review process and to ensure that the organization is able to remain competitive.

It is desired that annual salary adjustments are made to reflect changes in cost of living and to recognize performance following appraisal process. However, salary increments shall be made subject to budget availability and at rates that would be determined by the organization's Board.

In adopting an appropriate salary structure/scheme of service, a systematic procedure will be adapted as it allows for annual increments where an employee's salary can grow each year subject to meeting of performance objectives.

6.4 Annual Salary Reviews and Bonus Pay

Annual salary reviews will be determined by the following factors: -

- Business performance
- Company's ability to meet the additional payroll costs
- Individual performance as set out in the Performance Management Process
- Approval by the Board

All salary reviews and adjustments shall require the approval of the MD, in consultation with the Board.

6.5 Salary Administration

An employee engaged by the company will receive full pay from the date he reports for duty as stipulated in his letter of appointment and as subsequently confirmed by his immediate supervisor.

Salaries will be paid monthly in arrears and will be set out in a pay slip.

An employee's salary shall be paid locally through his bank account in the appropriate currency. Any employee who changes his bank account shall immediately notify the HR department.

6.6 Deductions

6.6.1 Statutory deductions

HAL shall recover and remit all statutory deductions as provided for in the various Acts of Parliament, i.e. PAYE, NHIF, NSSF.

6.6.2 Other deductions

Employees must request, in writing, any additional deductions from their salaries to meet financial obligations e.g. SACCO contributions, loan repayments, etc. which will be effected following a response letter from the HR and Administration department to the employee confirming authorization to make the deduction (s). It is imperative upon all employees that they manage their financial affairs and plan their expenditure within their disposable income.

Whereas the company has no option but to undertake deductions in compliance with court orders or any other justifiable reasons, the employee shall be given a written notice on receipt of each order.

6.7 Salary Advance

Employees are expected to be responsible for their personal finances and as such, should refrain from seeking salary advances from the company. However, the organization shall, upon application by staff, grant loans/advances to be repaid back within the financial year. Upon application, the staff member shall provide a repayment schedule to the HR and Administration department and Finance department for approval.

Salary advances are limited to a maximum of three (3) times a year and each amount advance must not exceed two-thirds (2/3) of the employee's net salary

Any such advance will be recovered over a period not exceeding 5 months soon thereafter.

6.8 Employee Benefits and Allowances

Benefits will include but not limited to the following and may be consolidated with the employee salary as may be applicable and appropriate to the organization.

i. Business Expense

HAL will reimburse employees for out of pocket business expenses incurred in the performance of their role, where prior approval has been received from a manager. Tax receipts must be provided for all expenses to be reimbursed. Cash advances in advance of anticipated expenses can only be approved by senior managers.

All staff expenses should be reported, allocated and reimbursed within 30 days. Minor one-off expense may be reimbursed through petty cash. Where possible this should be in advance for a known requirement and receipts, along with change, should be returned to petty cash.

All claims must be submitted by the within a week after returning to the office . Exceptionally large expense claim(s) may be submitted at the time of incurring them and not wait until the end of the week.

Payment of reimbursed expenses will be made either by Cheque ,MPESA or via transfer generally by the 15th of the month but may take up until the end of the month they are submitted.

ii. Transfer Allowance

An employee shall be entitled to an allowance as the Company's contribution towards his/her cost of establishing a new duty station. There are two forms of transfers namely; *Permanent transfer* refers to transfer from one duty location to another for a period of more than 6 months while temporary transfer refers to a transfer from one duty location to another for less than 6 months. *Temporary transfers* will be made to meet short term staffing needs e.g. leave relieving, short term assignments etc.

Upon transfer, the employee shall be entitled to transfer allowance of up to one month's basic salary which will be paid through the payroll and taxed as per the existing guidelines from the tax authorities. In addition the Company shall meet the cost of transport for self, immediate members of the family and own goods to the new destination subject to a provision of receipts or direct arrangements with the approved transporters of the Company to a maximum limit of Kshs.50,000/- (one off).

Depending on the date of transfer, the transferee may be given the transfer allowance as an advance upon approval of the Manager of HR and Administration and the respective functional head. When this happens, the allowance shall be effected through the payroll for the following month for tax purposes.

Transfer allowance shall be paid only once for each transfer and shall be deemed to cover expenditure incurred by the employee in relocating from their old residence and establishing his new one.

iii. Club Membership

Qualifying employees will be entitled to annual subscriptions for either social or entertainment but not exclusive golf clubs. The Company will not be responsible for the club joining fee but will meet the annual subscriptions fees where applicable. All fees will be subject to the Income Tax regulations. The Company reserves the right to reject an employee's application to clubs that may not meet professional standards for the achievement of corporate objectives.

iv. Long Service Awards

The Company recognizes employee commitment and loyalty through service award schemes for employees who have attained over five (5) years of service and above. The award scheme shall be determined by the Company from time to time as follows:

Year of Service	Cash Award (Ksh.)	Non Cash Award
5	5,000	
10	10,000	Long Service Certificate
15	15,000	Long Service Certificate, Branded Souvenir
20	20,000	Long Service Certificate, Branded Souvenir and Company Plaque
25	25,000	Long Service Certificate, Company Plaque, and Management's gift
30	30,000	Long Service Certificate, Company Plaque, Management's gift and Chairman's gift
40	40,000	Long Service Certificate, Company Trophy, Management's gift and Chairman's gift

*Certificate of long service will be given per each category.

v. Staff Purchases (Houses/Plots)

The company will award a discounted rate for staff house/plot purchases. The rate will be determined from time to time and communicated formally to the Commercial department and at staff meetings

vi. Medical Cover

The company will operate a Medical Scheme which covers all employees and their eligible dependents. Terms and conditions are as enshrined in individual letters of appointment and as governed by the medical scheme rules and regulations. All permanent and contract employees of the company based in Kenya and its subsidiaries. The scheme details will be communicated by the HR department who will also be responsible for the administration of the scheme. Detailed guidelines regarding the scheme will be circulated separately. The rates will be agreed upon by the Board.

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7. DISCIPLINE MANAGEMENT

7.1 Policy Statement

HAL recognizes the importance of having a disciplined workforce that operates within the framework of its core values and culture. Its policy and procedure on disciplinary matters and performance at work is designed to safeguard and protect the interests of the individual, other employees, and the Company's reputation by providing a framework for management and employees to ensure that the high standards of job performance and conduct that are required, are met and maintained.

7.2 Policy Objectives

The objective of the policy is to ensure fair treatment of employees who become liable to disciplinary action, institute discipline in the workplace and to correct unacceptable behaviour.

7.3 Nature of offences and gross misconduct

An employee may be disciplined by the Company if he commits an offence listed under these regulations.

The following offences are not intended to constitute a complete and exhaustive list of the prohibited employee conduct. Management may amend this list at any time.

A. Minor Offences

These are generally isolated acts of omission and become serious if repeated.

It is the duty and responsibility of all supervisors and management to apply the terms of these regulations in disciplining those who commit the following minor offences:

- i. Poor time keeping i.e. lateness in reporting to work or leaving work before time without any valid reason
- ii. Taking work time to deal with personal issues e.g. excessive use of internet chat, personal email and telephone calls
- iii. Inappropriate dressing as defined in the Code of Conduct and Ethics policy e.g. wearing forbidden attires, unkempt hair, nails, un-ironed attires etc
- iv. Smoking within unauthorized areas – offices building/office cars
- v. Idling and loitering during working hours within and outside the offices
- vi. Avoiding work on account of feigning sickness

- vii. Causing unnecessary commotion in the company premises or client premises or in public places
- viii. Failure to meet work deadlines

B. Gross Misconduct

Gross Misconduct is an offense which may result in summary dismissal of an employee for lawful cause without notice or less notice as stipulated in Section 40 of Employment Act Laws of Kenya.

Any of the following matters may amount to gross misconduct so as to justify the summary dismissal of an employee for lawful cause, if:-

- i. without leave or other lawful cause, an employee absents himself from the place appointed for the performance of his work;
- ii. during working hours, by becoming or being intoxicated, an employee renders himself unwilling or incapable to perform his work properly;
- iii. an employee willfully neglects to perform any work which it was his duty to perform, or if he carelessly and improperly performs any work which from its nature it was his duty, under his contract, to have performed carefully and properly;
- iv. an employee uses abusive or insulting language, or behaves in a manner insulting, to his employer or to a person placed in authority over him by his employer or to a fellow employee;
- v. an employee knowingly fails, or refuses, to obey a lawful and proper command which it was within the scope of his duty to obey, issued by his employer or a person placed in authority over him by his employer.
- vi. in the lawful exercise of any power of arrest given by or under any written law, an employee is arrested for a cognizable offence punishable by imprisonment and is not within fourteen days either released on bail or on bond or otherwise lawfully set at liberty;
- vii. Committing, or on reasonable and sufficient grounds is suspected of having committed a criminal offence against or to the substantial detriment of his employer's property.

7.4 Disciplinary Procedures

The Company is charged with an important duty, and its commitment must remain satisfactory and efficient service to customers. Such service is not possible without self-disciplined staff, of exemplary conduct and integrity. In this respect, every employee shall abide by the provisions of these regulations, and particularly as amplified in this section.

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Depending on the seriousness of the offence committed, it will be incumbent upon all persons in the Company charged with the responsibility of supervising the work of others, to familiarize themselves with the due process of disciplining employees who commit offences. In this regard, all such cases shall be treated fairly and justly, and the employee given a fair hearing to respond to charges brought against him.

The following approach shall be adapted when dealing with cases of indiscipline:

7.4.1 Conduct a preliminary investigation

The investigation is meant to establish the cause of unsatisfactory conduct. When an employee is reported to have committed an offence in terms of the provisions of these regulations, his immediate supervisor shall institute an investigation, taking into account whether the employee is a habitual offender or a first offender, or whether there were extenuating circumstances that occasioned the commission of such an offence. In all cases the supervisor shall desist from taking a hasty action not based on the true facts of the case.

7.4.2 Suspension

An employee may be suspended from the place of work for a period not exceeding three (3) months with half pay. Suspension is considered where an employee is under investigation. Once investigations are over, the affected employee will be notified of the outcome that could lead to a caution, final warning, termination, dismissal or any other disciplinary action as a consequence of a disciplinary hearing. Where an employee is found innocent, all withheld salary and benefits will be reimbursed in full. The suspension may be extended in writing if the investigations are not concluded and reason for the extension is justified.

7.4.3 Conduct a discussion/counselling session for repeat minor offence

A discussion session does establish the reasons behind the undesirable behavior in question. The supervisor's main objective of the discussion with the employee who has breached the rules is to help him improve on the noted undesirable conduct or meeting the established job standards. The supervisor shall in such cases refrain completely from use of abusive, scolding, or intemperate language. If the discussion/counseling is not enough to change the attitude and behavior of the employee, the supervisor shall escalate to the Head of HR and Administration and the next disciplinary process as detailed below will follow:

7.4.4 Notice to show cause

The Head of HR and Administration will:-

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- (a) Forward to the employee a statement of the charge or charges to be preferred against the employee with brief statement of the allegations and call upon the employee to state in writing within three (3) working days any grounds for his defense (Notice to Show Cause Letter)

7.4.5 Disciplinary hearing

The Head of HR and Administration will review the response from the employee and evidence submitted by their immediate supervisor and will refer the matter to the Disciplinary Committee with all relevant documentation, or deal with it himself as need be.

The employee will have the right to be accompanied to the disciplinary hearing with an employee of their choice who will be there to offer moral support to the employee and be a witness to the process, but not take active part in the discussions.

7.4.6 Composition of the Disciplinary Committee

The Disciplinary Committee is constituted on ad hoc basis and depending on the position held by the accused employee for example, where the accused employee is on supervisory level, the middle management should constitute the committee. The HoD from which the matter giving rise to disciplinary action arose should not chair or be part of the disciplinary hearing committee but can play the role of an investigator and present evidence. The accused employee should be granted an opportunity to appear with a colleague of his choice unless he declines then both parties have a right to invite witnesses to support their case. Where the issue of discipline has not arisen from the HR and Administration department, it is preferred that a representative from HR and Administration department acts as the secretary of the Disciplinary committee. The members of the committee should **not** have been involved in any way with the charge or investigations taken against the employee concerned, nor be from the same department as the employee concerned.

7.4.6.1 Procedure

- i. The Committee upon considering the report shall inform the employee that he will be required to appear before the Committee to respond to the charges meted on him;
- ii. The Committee will permit the concerned employee to appear with a work colleague of their choice if they so desire. The colleague who accompanies him may act as a witness and may take notes but should not take active part in the proceedings;
- iii. The employee shall have the right to call any witnesses to give evidence during the disciplinary hearing as directed by the Disciplinary Committee. The accused

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- employee shall be given opportunity of being present and of putting questions on his own behalf to any witnesses in the hearing.
- iv. No documentary evidence shall be used against the employee unless he has been supplied with copies or extracts thereof or given access thereto at least twenty four (24) hours prior to the disciplinary hearing.
 - v. If during the course of the inquiry, grounds for the preferment of additional charges are disclosed, the Committee shall so inform the employee.

7.4.6.2 Functions of the Disciplinary Committee

The Committee will:-

- i. Hear evidence from both sides;
- ii. Forward its report thereon to the Head of HR and Administration/MD where applicable with:-
 - (a) the record of the charges preferred
 - (b) the evidence adduced
 - (c) the defense and other proceedings relevant to the hearing;
- iii. Report, whether in its opinion, the accused employee has or has not committed the offences as charged and give a brief statement of the reasons for its opinion; and
- iv. Give details of any matters which in its opinion aggravate or alleviate the gravity of the case; and
- v. Summarize and make such comments as will indicate clearly its opinion on the matter;
- vi. Make recommendations regarding the form of disciplinary action, if any.

7.4.7 Decision of the Head of HR and Administration

Upon receipt of the Report of the Disciplinary Committee, the Head of HR and Administration shall consider the report and may take appropriate disciplinary action or refer the matter back to the Disciplinary Committee for further investigations and recommendation.

7.4.8 Right of Appeal

Where an employee is not satisfied with a disciplinary action taken on him, he has the right to appeal to the next higher level of management that were not involved in hearing and determination of the matter.

The MD shall handle appeals lodged by all employees under him beginning from his immediate reports.

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The Board shall handle appeals where the MD or HoD is involved; including a case that was presided by the MD.

The Appeal Shall:-

- i. Be made within a reasonable time frame, at least within fourteen (14) working days of the notification of the decision;
- ii. Be signed by the employee;
- iii. Set the grounds of Appeal in sufficient details;

The higher authority will consider the Appeal and shall make a decision to institute an appeal hearing if he deems it necessary which shall be separate from the initial disciplinary committee. The higher authority shall then confirm to the employee the results of the appeal in writing within three (3) weeks of the appeal.

If an appeal to the higher authority against dismissal is successful, the employee will be reinstated and full payment will be made for the period between dismissal and reinstatement.

The decision of the appeal hearing will be final.

7.5 Disciplinary Matters involving SMT

The steps stated hereinbelow shall apply. Important to note is that middle level management will be handled by top level management and top level management will be handled by the MD and Board. Disciplinary matters involving the MD and CFO will be handled by the Board.

7.6 Types of Disciplinary actions

- Verbal/Oral warnings
- Written warnings
- Recovery of days of absence from salary
- Termination
- Surcharge
- Summary dismissal

7.6.1 Verbal/Oral Warning

This is an interview or formal discussion between the supervisor and the employee regarding the latter's poor work habits, deficiencies, attitude or failure to follow a rule, regulations or lawful instruction etc. Verbal warning is for first infraction and will be for corrective measure to deter the

employee from actions that may lead to a more severe warning. Immediate supervisors are advised to document such warnings for future reference.

7.6.2 Written Warning

This is a written statement to an employee describing the actions or omissions that are prohibited by any company policy and are classified as unprofessional conduct or unethical conduct. If an employee commits an offence which in the opinion of the Company does not warrant instant dismissal, such an employee shall be warned in writing.

This action is for a repeat of a less serious infraction (minor misconduct) or the first of a more serious infraction (gross misconducts). Written warnings are cumulative to two; a third warning is a summary dismissal i.e. if an employee is served with two (2) warnings within a period of 12 months, dismissal shall be effected upon commission of the third offence within the period. This will be followed for all cases of minor and gross misconduct for all staff.

All written warnings will be issued by the HR and Administration Manager which the employee will acknowledge and sign. A copy of the warning letter will be maintained in the employee's file. However no reference shall be made if the written warnings are over twelve (12) months old.

7.6.3 Recovery of days of absence from salary

Recovery of days/hours absent, without authority, from an employee's salary can be used as a form of disciplinary action to deter the employee from repeating such an offence.

7.6.4 Replacement of company assets

Replacement may be used as a form of disciplinary action for payment of company property willful and intentionally damaged or misplaced by an employee. The decision to require a replacement will be at the sole discretion of the management upon full investigations into the matter to confirm that the damage or loss was not intentional or due to willful neglect.

7.6.5 Termination

Following the report received from the Disciplinary Committee, the HR and Administration Manager may terminate the services of an employee following their unsatisfactory conduct. The affected employee will be given a notice period as per terms and conditions of his employment.

7.6.6 Summary dismissal

Dismissal may be made on the basis of gross misconduct without prior corrective (warning) action. Subject to the procedure mentioned above (termination) the final decision shall be that of the MD. Summarily dismissed employee will not receive any notice payment or any other separation benefits unless those statutory prescribed.

7.7 Disciplinary records

All records of disciplinary action will be filed in the employee's personal file. Lapsed disciplinary records (above 12 months period) will not be removed from employee's personal file, but no reference can be made of them when a disciplinary hearing is ongoing.

Once a disciplinary measure has lost effectiveness, records may only be used to identify historical patterns in misconduct.

7.8 Other Key Provisions

7.8.1 Criminal Offences

Where an employee is suspected to have committed a criminal offence, the company at their motion and discretion, may report the occurrence to the police for investigations and possible eventual prosecution.

The fact that an employee is under police investigation or has been arraigned in court, does not in any way stop the employer from initiating internal disciplinary mechanisms to its logical conclusion.

8. GRIEVANCE HANDLING

8.1 Policy Statement

A grievance is a complaint; a feeling of injustice or unfairness which comes to the attention of supervisors or other members of management.

It is a policy requirement that employees are given a fair hearing on any grievance that may arise out of their employment with the company and are entitled to appeal to higher levels of management if they feel that their grievance has not been addressed satisfactorily.

8.2 Policy Objective

The objective is to provide a formal channel through which employee can bring a grievance to the attention of management, and to ensure it is resolved promptly, professionally and in a fair manner.

8.3 Guiding Principles

- i. Grievances will be resolved at the point of origin as much as possible;
- ii. Grievances should be addressed as expeditiously as possible;
- iii. The immediate supervisor should take the lead in resolving any conflict brought to his attention by the employee. The employee should also be counseled;
- iv. Officers dealing with the grievance should empathize and handle the issue objectively and in a fair manner.

8.4 Exclusions

The Grievance Procedure will **not** be used to:-

- i. Lodge an objection against a disciplinary decision.
- ii. Amend any mutual agreement or contract with the employer.
- iii. Amend the individual contract of employment.
- iv. Raise, discuss and or argue any matter of a political, religious or community nature.

8.5 Grievance Handling Procedure

In resolving grievances, the following **procedure** will be followed:-

- i. Whenever an employee feels aggrieved, the employee (s) shall be required to promptly report in writing, and formally discuss with immediate supervisor within five (5) working days. The immediate supervisor shall respond immediately by

- initiating a discussion to resolve the grievance but must act within five (5) working days of notification of the grievance.
- ii. If the immediate supervisor is the cause of the employee's problem or the employee is not satisfied with the response from the immediate supervisor, he may in writing within five (5) working days report his case to the HR and Administration Manager who will discuss the issue with the employee within seven (7) working days with an aim of resolving it. Depending on the nature of the grievance, the HR and Administration Manager may investigate the matter, including speaking with the immediate Supervisor, the HoD, other employees and anyone familiar with the complaint and mediate the matter so as to arrive at a satisfactory resolution. This has to be done within five (5) working days of receipt of the complaint;
 - iii. If the matter is not mutually resolved within the five (5) working days, the employee shall escalate in writing the dispute to the next higher authority who shall be under obligation to resolve it within fourteen (14) days;
 - iv. If the matter from the point of view of the next higher authority warrants further investigations and reference to a Grievance Handling Committee, an ad hoc Grievance Handling Committee will be constituted to hear the grievance and resolve it. The resolutions to the grievance should be concluded within thirty (30) days.
 - v. The recommendations shall be submitted to the Head of HR and Administration who will consider all facts presented including hearing the aggrieved employee(s) where necessary and take the final decision within seven (7) working days of receipt of the committee recommendations.

At any level during hearing, employees may have the assistance of one advisor of their choice to assist, consult with and provide advice on their behalf. The immediate Supervisor may have similar assistance from one advisor of their choice. The advisors must be employees of the Company who are covered by the grievance process. No outside representatives shall be allowed.

When an employee does not appeal at any of the stages within the established time limits, the grievance shall be deemed settled with the last company management response. Time limit may be extended only by mutual written agreement of the parties due to extenuating circumstances.

8.6 Other Key Provisions

- i. HAL recognizes that not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and the

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management develop confidence in each other. This confidence is important to the attainment of an efficient and harmonious work environment.

- ii. Officers dealing with the grievance shall keep a record of all proceedings and shall ensure that they are maintained in strict confidence.
- iii. HAL prohibits any form of retaliatory action against any employee who raises a complaint. Retaliation is a violation of this policy and may result in discipline, up to and including summary dismissal.

9. SEXUAL HARASSMENT

9.1 Policy Statement

In compliance with the Labour Law under Employment Act Part II, Section 6, HAL is committed to providing a working environment free of sexual harassment where individuals are treated with respect and dignity. HAL further believes that:

- An employee should be accorded the opportunity to work in an environment free of sexual harassment
- Sexual harassment is a gross misconduct that undermines the employment relationship
- No employee either male or female should be subjected verbally or physically to unsolicited and unwelcome sexual overtures or conduct

The company shall take whatever disciplinary measures it deems appropriate against any of its employees who subject any employee to sexual harassment and breaches this policy.

9.2 Policy Objective

The objective of this policy is to define sexual harassment, provide procedures for the investigation of sexual harassment claims, and ensure that violations are remedied fully. This policy applies to all employees of HAL within or outside work premises.

9.3 Definition

In accordance with the Employment Act, an employee is sexually harassed if the employer of that employee or a representative of that employer, or co-worker;

- i. Directly or indirectly requests that employee for sexual intercourse, sexual contact or any other form of sexual activity that contains an implied or express;
 - Promise of preferential treatment in employment;
 - Threat of detrimental treatment in employment; or
 - Threat about the present or future employment status of the employee;
- ii. Uses language whether written or spoken of a sexual nature;
- iii. Uses visual material of a sexual nature; or
- iv. Shows physical behavior of a sexual nature which directly or indirectly subjects the employee to behavior that is unwelcome or offensive to that employee and that by its nature has a detrimental effect on that employee's employment, job performance or job satisfaction.

9.4 Responsibility

All employees have a responsibility to comply with HAL's policy and to treat colleagues of both sexes with dignity and respect. Allegations of sexual harassment will be dealt with seriously and confidentially. No employee who makes a genuine complaint on the grounds of sexual harassment need fear reprisal or victimization.

HAL does not tolerate sexual harassment of its employees. Sexual harassment has no place in the workplace. The company has made a commitment to its employees to ensure a working environment free from sexual harassment. On the event of the occurrence of sexual harassment, employees should not hesitate to use the procedures set out below:

9.5 Procedure

- i. A report of the alleged offence with evidence should be made under strict confidentiality to the immediate HoD. Where a complaint is to be lodged against the immediate HoD, the employee should involve the HR and Administration Manager;
- ii. An investigation of the alleged harassment will be handled through the HoD concerned in a strictly confidential manner so as to protect the privacy of persons involved. Strict confidentiality will be maintained throughout the investigatory process;
- iii. In pursuing the investigation, HR and Administration Manager will listen to the complainant, but will thoroughly investigate the matter as appropriate under the circumstances and make an informed decision;
- iv. The alleged offender will be furnished with the investigation report and evidence to support the complaint and will have the right to respond and present witnesses.
- v. If the conclusion is that harassment occurred, the alleged offender will be subject to appropriate disciplinary process. The complainant will be summoned to appear before the disciplinary committee in order to state his case and adduce evidence to that effect;
- vi. In the event the harassment cannot be substantiated, this finding will be communicated to the complainant in an appropriately sensitive manner.
- vii. If any party directly involved in a sexual harassment investigation is dissatisfied with the outcome or resolution, that individual will have the right to appeal the decision like any other disciplinary case. The dissatisfied party should submit their written appeal within fourteen (14) days to the HR and Administration Manager ;

- viii. Individuals found to have engaged in misconduct constituting sexual harassment will be disciplined, up to and including summary dismissal.
- ix. If an investigation results in a finding that the complainant falsely accused another of sexual harassment knowingly or in a malicious manner, the complainant will be subject to appropriate sanctions, including the possibility of termination.

9.6 Retaliation Prohibited

HAL will permit no employment-based retaliation against anyone who brings a complaint of sexual harassment or who speaks as a witness in the investigation of a complaint of sexual harassment.

10. HIV/AIDS

10.1 Policy Statement

HAL recognizes the impact of HIV and AIDS in the workplace and its far reaching effects on productivity. The organization is therefore committed to developing a program to mitigate the effects of the pandemic. In this regard, it has developed a workplace policy on HIV and AIDS.

10.2 Policy Objective

The main objective of the policy is to ensure that all employees are treated equitably, compassionately and without discrimination should they or one of their peers develop a life threatening or chronic illness.

10.3 Guiding Principles

The principles that guide this policy are in accordance with international conventions, national laws, policies, guidelines and regulations. These include but are not limited to:

a. Recognition of HIV and AIDS as a workplace issue

HAL recognizes that HIV infection is a life threatening illness, like cancer or heart disease, and that employees with HIV infection will be treated like those with other life threatening illness.

b. Non- discrimination

HAL shall:

- i. not discriminate against any employee or beneficiary on the basis of HIV infection or other illness;
- ii. Refrain from the use of testing to detect the presence of HIV when hiring, transferring or promoting employees;
- iii. ignore and/or destroy any second hand information concerning an employee's health;
- iv. refuse to tolerate discrimination or harassment of employees, clients, suppliers and associates with chronic illnesses or HIV infection;
- v. ensure that employees with HIV infection and other life threatening illnesses are given information on where they can obtain counseling and support; and
- vi. continue to develop and circulate educational information on HIV infection and other life threatening illnesses where employee education is deemed necessary;

Discriminatory acts by fellow employees against an employee with HIV infection or chronic illness are unacceptable and shall be subject to disciplinary action.

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Employees with life threatening illnesses including HIV infection have the right to:

- i. continue working as long as their condition permits, and as long as they can reasonably fulfill their responsibilities and carry out their duties in the workplace;
- ii. receive the same benefits coverage as is accorded other employees; and
- iii. be accorded complete confidentiality concerning their illness or HIV status.

Other employees have the right to:

- i. a safe and healthy work environment; and
- ii. education on the subject of HIV infection

HAL will make reasonable accommodation to the work schedule or duties of an employee with HIV infection or chronic illness when the employee's conditions so requires.

Clients, suppliers, partners and associates outside HAL have the right to receive services without discrimination based on illness or perceived illness.

Managers shall be required to demonstrate leadership in addressing HIV/AIDS pandemic in the workplace through participation in awareness programs and counseling for all employees. They are also expected to be sufficiently informed about the pandemic in order to guide other employees in matters concerning the scourge.

10.4 Privacy and Confidentiality

The maintenance of confidentiality about an individual's medical condition is an imperative principle at HAL. This principle applies no less to persons with HIV infection.

Because of the fear and prejudice surrounding AIDS, a breach in confidentiality can have disastrous effects on an employee's personal and professional life.

If the employee's illness reaches the point where work schedules are disrupted or adjustments have to be made, a medical certificate may be required, but the certificate should only refer to the employee's capability to continue working and need not mention HIV or AIDS or any other illness specifically.

No employee shall be compelled to disclose his or her HIV status. In cases where employees with HIV inform management of their situation, all reasonable precautions will be taken to ensure confidentiality and the employees' right to disclosure will be observed. Access to personal data relating to a worker's HIV status will be bound by the rules of confidentiality.

10.5 Education

Information, Education and Communication

Through education and dissemination of information, HAL hopes to influence attitudes, change behaviors and help in the prevention, management and care of HIV /AIDS and promote the overall health of its employees. The Company will initiate a peer education program to inform and educate its employees on HIV and AIDS prevention, care and support including encouraging them to visit VCT centres.

11. STAFF WELFARE

11.1 Policy Statement

HAL recognizes that, in addition to offering pay benefits, and a healthy working environment to employees, their emotional and social needs should also be catered for as they discharge their duties. It is the organization's social responsibility to promote welfare amongst its employees. In this regard, the organization will be involved in the following activities:-

11.2 Recreation and Team Building

HAL shall encourage healthy lifestyles for their employees. The activities will enhance the organization's public image and also serve as a forum for employees to interact in informal setting. The organization shall encourage members of staff through annual team building forums that allow them to bond and interact freely.

12. HEALTH AND SAFETY

12.1 Policy Statement

HAL is committed to the health and safety of its employees and accordingly, shall endeavour to provide a safe and healthy working environment as stipulated in the Occupational Health and Safety Act, 2007 and the Work Injury Compensations Act 2007.

12.2 Policy Objective

HAL's effective implementation of provisions of this policy shall ensure a healthy work force that will realize:

- Management of the levels of risk within the group through continuous assessments, and action plans based upon these assessments;
- Ensure that all employees are able to work safely and efficiently with a good knowledge of all potential hazards and avoidance thereof;
- Endeavor to prevent all accidents or occupational injuries that might affect the health of group employees, contractors and visitors to the premises.

12.3 Guiding Principles

To meet these objectives this policy will be implemented in compliance with the provisions of Occupational Safety and Health Act 2007 and guided by the following implementation guidelines:-

- i. Compliance with all relevant statutory instruments of law and any other circulars issued by the management as guidelines in all matters of Health and Safety;
- ii. Formulation of rules and guidelines on matters of Health, Safety and Disaster management and ensure compliance of the same;
- iii. Strategies and activities on how the safety and disaster preparedness objectives can be met;
- iv. Eradication and minimization of accidents and related costs;
- v. Putting in place practical precautions to safeguard the health and safety of all employees, clients, visitors, public, contractors and environment;
- vi. Informing, educating and communicating adequately to all cadre's of employees on the risks to their health and safety that they may be exposed to;
- vii. That all working conditions and equipment are safe and working places are regularly inspected;
- viii. All employees assume defined responsibilities in matters of health and safety in conformity with this policy;
- ix. An establishment of Health and Safety Committee to monitor, evaluate and view performance standards under these guidelines.

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12.4 Responsibility

All levels of employees have a mandatory responsibility to ensure the Health and Safety of themselves and the rest of the workforce while in the work place. They shall provide leadership by participation and example in demonstrating their commitment to Health and Safety as follows;

12.4.1 Executive Committee;

Are responsible for:

- Ensuring the Health and Safety of all employees, preservation and protection of the environment as it may be affected by the company's activities;
- Ensuring that the company's Health and Safety policy is developed, communicated understood accepted and implemented by employees at all levels;
- Ensuring the resources necessary for developing and implementing programmes on promotion of Health and Safety awareness in the company are budgeted and provided for;
- Representing the interests of the company on issues relating to safety and health in high-level government and other stakeholder forums.

12.4.2 Safety Officer;

The safety officer shall be responsible for;

- The safety officer shall facilitate achievement of a high standard of safety throughout the company;
- The officer has to inform Management of all new legislation affecting the company and advice on interpretations, codes of practice etc. At all times he will maintain and liaise with departments and give help and information on all aspects of accident prevention. He will appraise and advise on all practical aspects, plant and methods of working affected by new and existing legislation;
- Ensure that the policy for health and safety is effective and will periodically appraise its effectiveness and ensure that any necessary changes are made;
- From time to time consult with the company health and safety committee on matters relating to health and safety;
- The safety Officer will suggest and recommend improvements, take part in the training and education of supervisors and other employees, conduct or participate in safety meetings, act as coordinator of the safety work and be a liaison agent with higher executives;

- The Safety Officer will periodically inspect plants, machinery, tools and various work operations in order to determine mechanical and occupational hazards and unsafe practices of the employees.

12.4.3 HoDs/Managers

Senior supervisors will be responsible for ensuring that the Health and Safety policy is implemented within their own business units. HoDs/Managers must monitor the workplace to ensure that safe working conditions are observed and maintained. Where risks are identified they must ensure that these are rectified, so far as it is practicable.

They have a duty to:-

- Communicate to the employee's Health and Safety policies as directed by management;
- Communicate to the management complaints relating to health and safety from employees;
- Ensure that accidents, incidents, dangerous occurrences, and work related ill health are reported, recorded, investigated, and all steps are taken to prevent possible re-occurrence as detailed in the company's procedures and requirements;
- Keep the Company Management informed on the state of Health and Safety in the departments falling under them;
- Ensure regular consultative meetings on Safety and Health are held for their departments' Health and Safety representatives and supervisors;
- Ensure each person at work within the department under their control receives the appropriate Health and Safety training instructions and facilities required for the execution of their assigned duties;
- Ensure adequate Health and Safety background information is provided to the persons at work so that they are able to fully understand the instructions given to them;
- Ensure regular audits are conducted to ensure that instructions given are adhered to;
- Ensure employees' comments on Health and Safety are given due attention;
- Ensure plant equipment and production processes are operated and maintained such as to adhere to the given instructions and legal requirements;
- Carry out initiatives that will promote and encourage best Health and Safety practices and minimize losses related to workplace injuries and ill health;
- Act on recommendations of the Health and Safety Committees, Safety Auditors to ensure healthy and safe working conditions;
- If unpredictable Health and Safety issues arise during the year, the Safety Committee must assess the degree of risk in deciding the necessary resources and actions to commit to addressing these issues;

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- For major additional expenditure, cases of need will be submitted to the Executive Directors.

12.4.4 Supervisors

These categories will:

- Acquaint themselves with the legal requirements applying to operations and processes under their control and ensure that infringements do not occur;
- Ensure that permanent employees are familiar with the Safety Precautions and Controls governing the facility with which they are concerned. Specifically they will ensure that safety instructions, risks and hazards are communicated to all new employees and to those persons entering the premises for the purpose of carrying out a defined task which is relevant to the facility in question;
- Ensure that safety policy information instructions are understood accepted and implemented;
- Ensure that any defective equipment tool machinery or unsafe work practice unsafe condition unsafe process or anything which poses risk to the Health and Safety of employees is rectified or brought promptly to the notice of management for rectification;
- Ensure that employees' complaints requests and/or recommendations are brought to the attention of the managers and or the Health and Safety Officer for direction;
- Influence change in the health and safety attitudes and behavior of employees;
- Carry out preliminary investigations of accidents including those causing injury to persons and damage to property and to report to their managers;
- Satisfy themselves as to the safety of any new plant equipment process or method of working before putting them in to operations;
- Ensure where necessary that the correct protective clothing or safety equipment is available and that it is issued to and used by the employees concerned;
- Liaise with the safety officer safety and health and safety committees and specialized departments where necessary.

12.4.5 Employees

Every employee has the responsibility to:

- Not willfully interfere with or recklessly misusing any means or appliance or anything provided in pursuance to Health and Safety and welfare at the workplace;
- Ensure that he does not willfully and without reasonable cause do anything likely to endanger himself or any other person or the environment;

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- Cooperate with the Management in achieving and maintaining a healthy and safe workplace;
- Implement the Health and Safety policy;
- Work in accordance with the information and training provided;
- Not undertake any task for which authorization and training has not been given;
- Report any dangerous defects or shortcomings in the existing health and safety arrangements to their supervisor without delay;
- Report all accidents incidents and dangerous occurrences upon self or colleagues to shortcomings in the existing health and safety arrangements to their immediate supervisor immediately they occur.

12.5 Health & Safety Committee

12.5.1 Formation of the Committee

Under the Occupational Safety and Health Act 2007, the Company shall establish a Health and Safety Committee in the manner provided in these rules. The company acknowledges the importance of employee's involvement in Health and Safety matters and the importance of the positive role played by health and safety representatives. As such, it is the intention of the company to provide the facilities and assistance so that health and safety representatives can carry out functions effectively as per Safety and Health Committee Rules Legal Notice No. 31 of 2004.

12.5.2 Organization of the Committee

- i. The MD or his nominee shall be the Chairman of the Committee. The person responsible for health & safety (i.e. one the Safety Officer) shall be the Secretary. Another safety officer shall be a substitute for the Secretary;
- ii. The committee shall consist of not less than 3 members of management (including the Chairman and Secretary) and not less than 3 workers;
- iii. The workers shall be elected following a procedure agreed upon between the Management and the workers;
- iv. There shall be equitable representation of sections and gender priority within the committee;
- v. Safety representatives shall serve on the Committee for a term of 3 years and shall be eligible for re-election or reappointment for one further term;
- vi. Management shall support Safety Representatives in carrying out their role and give all reasonable assistance. Safety Representatives shall be encouraged to discuss specific

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Health and Safety issues with the relevant HoDs. They may also formally report hazardous or unsafe circumstances to the HoDs and shall be formally notified of the remedial action taken or be given a reason why the action cannot be taken.

12.5.3 Functions and Duties of the Committee

The functions of the Committee shall include the following:

- i. Establish a schedule of inspection of the workplace for each calendar year;
- ii. Conduct health and safety inspection at least once in every 3 months;
- iii. Inspect, investigate and make recommendations to the MD immediately after an accident or dangerous occurrences takes place;
- iv. Identify occupational hazards and cases of ill-health among workers at the workplace; Compile statistics of accidents, dangerous occurrences and cases of ill-health among workers at the workplace and make appropriate recommendations and make appropriate recommendations to the MD;
- v. Investigate complaints relating to workers health, safety and welfare at the workplace and make representation to the MD;
- vi. Advise on the adequacy or otherwise of health and safety measures for particular hazardous work or activities;
- vii. Establish effective communication channels on matters of Health and Safety between management and workers;
- viii. Organize such contest or activities necessary for achieving the fulfillment of the mandate of the committee;
- ix. Conduct seminars and workers, education programmes and provide information for health & safety at the workplace;
- x. Carry out any other functions necessary for the promotion of a healthy and safe working environment.

12.5.4 Meeting and minutes of the Committee

- i. The Committee shall meet not less than four times per year and not more than 3 months shall elapse between the date of one meeting and the date of the next meeting;
- ii. Notwithstanding point (a) the Chairman shall convene a meeting of the Committee within 24 hours following any accident or other dangerous occurrence, or the outbreak of an illness, at the workplace. The minutes of such a meeting shall be forwarded to the Directorate of Occupation Health & Safety Services within 7 days from the date of the meeting;

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- iii. The Chairman shall convene a meeting of the committee on application of at least 6 members;
- iv. The secretary shall summarize the minutes of each meeting, giving the final decisions and plans of action arrived at during the meetings. The summary shall be distributed to the various members of the Committee who in turn shall communicate such information to the workers whom they represent. A copy of this summary shall be given to the MD.

12.5.5 Roles of Executive Director

The roles of the Company Directors and/or their appointed representative (i.e. the Chair of the Health & Safety Committee) are set out in Section 9 of the Safety and Health Committee Rules of 2004 and shall be followed.

12.5.6 Training of the Committee

Every member of the Committee shall undertake a prescribed training course in occupational Health and Safety within a period of 6 months from the date of appointment or election and thereafter, further training from time to time.

12.6 Safety Risks

Safety Risks may include: -

- i. Dust
- ii. Fire
- iii. Lighting
- iv. Slippery floors
- v. Ventilation
- vi. Smoking in the premises
- vii. Noise

HAL shall endeavor to minimize the above stated hazards through the following measures:

- i. Establishment of a Health and Safety Committee
- ii. Cautionary notices/signs in strategic areas
- iii. Sensitization and training
- iv. Provision and enforcement of the use of protective gear
- v. Regular inspection and maintenance of all buildings and equipment
- vi. Provision and maintenance of fire prevention equipment

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- vii. Provision of adequate ventilation and lighting in all work places
- viii. Adequate supply of wholesome drinking water
- ix. Clean offices that are clear of any waste material
- x. Provision of work stations with enough free space to allow people to move about with ease
- xi. Provision of adequate and appropriate sanitary in line with Public Health Act

12.7 Fire Safety

In the case of fire or any emergency that requires evacuation from the office HAL employees will be expected to comply with the set regulations and procedures under the Occupational Safety and Health Act 2007, in order to maximize their safety and that of the work place. The following procedures will be applicable:

- If you spot fire, alert the others by shouting fire and breaking the nearest alarm point if the alarm has not been activated.
- At the sound of the Alarm, Stop immediately what you are doing & walk in an orderly manner towards the nearest safe exit and leave the building.
- Do not re-enter the building to retrieve your personal belongings.
- Assist any of your handicapped colleagues who may require help.
- If affected by the smoke, stay low or crawl your way out.
- Close the door behind you when leaving the area to slow the spread of smoke or vapor.
- If you are trapped in a room, go to the nearest window and signal for assistance.
- Once outside the building, walk fast and orderly to the Assembly Area. You are expected to assemble at the Assembly Area strictly within 2 minutes.
- The Assembly Area is outside the office building at the car park.
- Remain at the assembly point unless you are instructed otherwise.
- The evacuation coordinator will make a roll call to ensure all employees are safe.
- Raising of false fire alarms is considered an offense and will lead to prosecution except in cases of fire drills.
- HAL will constitute and train a safety and health committee to co-ordinate fire and emergency evacuation procedures and other safety activities

12.8 First Aid

It is the policy of the Company to make provision for First Aid and the training of First Aiders on an annual basis. First Aiders will be issued with certificates as proof of training;

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First-Aid boxes shall be available and easily accessible in all areas of the company;

12.9 Work Area

All employees will be responsible for maintaining their work and personal work area in a state of cleanliness and hygiene with clear signage in case of danger eg. Wet floor.

12.10 Security

- i. All HAL's offices, desks, files (paper and electronic), vehicles and other assets are HAL's property;
- ii. No materials belonging to HAL may be taken out of the premises by employees without permission in writing from their HoD;
- iii. HAL reserves the right to inspect any employee or vehicle or examine any parcel being carried into or removed from its facilities by an employee.
- iv. Any employee causing willful damage to HAL's property shall be deemed to have committed a gross misconduct;
- v. HAL accepts no responsibility for personal property that may be brought or stored within its facilities;
- vi. All staff will be provided with identification cards for easy identification.

12.11 Training

Health and Safety training shall be incorporated into annual training programmes. Health and Safety training needs will, therefore, be identified and planned for in the same manner as other training needs. Four areas of need shall be given special priority:

- i. Training for managers, to equip them with an understanding of the managers' responsibilities under this policy, the role and purpose of safety representatives;
- ii. Training for safety representatives to enable them discharge their functions effectively;
- iii. Training for all members of staff to acquaint them with the main provisions of the law and its practical implication and the main features of this policy and key safety rules;
- iv. Induction and in-service training for staff at all levels to acquaint them fully with new requirements and hazards.

12.12 Non - Employees

12.12.1 Persons working in Company premises

Persons working in the Company premises who are employed by other organizations are expected to adhere to the HAL's Health and Safety Policy and any Standard Operating Procedures (SOPs) which may emanate from this policy. This responsibility will be included in contracts or working arrangements as will an indemnity and necessary insurance to cover the Company for any such work.

Similarly, seconded Company employees working in other host premises will be expected to follow the host employer's Health and Safety Policy.

12.13 Publicizing and Promoting the Policy

12.13.1 Distributing the Policy

The company's statement of the policy and any other relevant information including suitable arrangement for issuing updates when necessary, will be brought to the attention of each employee in any of the following ways;

- Issuing a copy of the policy statement with terms and conditions of employment;
- Carrying out induction training on the first day of service.

12.13.2 Safety Posters

Posters will be used as a means of promoting the Health and Safety policy and increasing safety awareness. To maximize their effectiveness, posters will be:-

- Clearly printed and easily understood;
- Noticeably located in a well-populated place;
- Regularly changed so that their audience does not become immune to them through their over-exposure;
- Seen by the right audience (displayed at the point of danger).

12.14 Uniforms and Protective Clothing

HAL shall provide protective clothing, Uniforms and other necessary equipment to employees whose work requires the use of the same. Uniforms will be issued in two pairs once in a year, at regular intervals. Protective clothing will be provided whenever required and on assignments basis to employees undertaking such tasks.

Dust coats, Leather Gloves, Safety Boots and Dust Masks will be provided to employees if required. All personnel provided with safety and protective clothing will be trained on how to use them. They will also be required to use them and take responsibility for doing so at all times while on duty.

12.15 Work Injury and Compensation

Work injury insurance benefits provide for compensation to employees for work related injuries contracted in the course of their employment.

An employee is not entitled to compensation if an accident, not resulting in serious disablement or death, is caused by the deliberate and willful misconduct of the employee.

12.16 Construction Health and Safety Policy

The purpose of this policy for HAL is to develop high standard of and to make a conscious effort to conserve and improve safe and health working conditions for employees, workers and visitors.

This policy has been developed by the HR and Administration department and Project Management Office by HAL in line with the Occupational Safety and Health Act 2007, Work Injury Compensations Act No. 13 of 2007, and other relevant subsidiary legislations. The objectives of the policy are:

- To emphasize HAL's commitment to the safety of its employees, workers and visitors with concern for protecting job-related injuries or health impairment.
- HAL will promote this policy and guidelines to prevent accidents and fires on the job site; to inform employees of appropriate emergency medical procedures and plans; to monitor workplace hygiene and sanitation; and, to promote the adoption of safe practices which are reasonably designed to reduce employees exposure to unwarranted and unnecessary threats to their health and safety, and to provide procedural guidelines to promote security

12.17 Definition of Terms

COSH	Construction Occupational Safety and Health
PPE	Personal Protection Equipment
OSHA	Occupational Safety and Health Act, 2007

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FARA	First Aid Regulations Act, 2002
DEPT	Department
OSHC	Occupational Safety and Health Committee
WIBA	Work Injury Benefits Act, 2005
PP& DA	Public Procurement and Disposal Act
CAPP	Construction Accident Prevention Plan
SHO	Safety Health Officer
MSDS	Material Safety Data

12.18 Home Afrika Activities, Associated Hazards, Risks and Mitigations

Home Afrika Activities and the associated hazards and risk mitigation is presented overleaf

Organization's Activities	Main Associated Hazards/Risks/Problems	Mitigation Measures/Facilities
Files and Data Management	1. ergonomic problems due to long hours of sitting 2. glare due to long hours of exposure to the computer/laptop screen 3. damage and loss of records and data by poor filing equipment, viruses, hacking etc 4. associated occupational diseases eg allergies, coughs etc	1. provision of appropriate sitting facility (high back swivel adjustable seat and appropriate desk) 2. an anti-glare computer/screen-designated to cut down on the amount of light that reflects off the display 3. provision of modern data and records lockable storage systems

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	5. air pollution	4. provision of personal protective equipment 5. introduction of breaks in between working hours 6. rotation of staff 7. provision of authentic equipment, tools, network security software etc
Interactions with the community eg social enquiry, inspections, cash transfers, grants, court sessions, group registration etc	1. employees insecurity eg assault, robbery etc 2. lack of identification card for employees 3. conveyance and handling of cash 4. loss of money and documents 5. exposure to harmful chemicals	1. provision of appropriate security arrangements 2. training employees in customer relations and counseling 3. providing passes 4. issue all staff with Home Afrika identity cards 5. reinforced premises 6. security vetting 7. insurance
Basic housekeeping in offices	1. fire outbreaks 2. overcrowding 3. disease/infections outbreaks 4. physical injury 5. stress and fatigue for employees 6. danger posed by exposed electrical appliances 7. food contamination 8. suffocation 9. dehydration 10. air pollution 11. loss of property	1. provision of fire exists and firefighting equipment 2. expand the existing facilities 3. provision of First Aid Kit 4. proper ergonomics and counseling 5. proper installation, repairs and maintenance of electrical equipment and use of designated cooking areas 6. provision of adequate storage facilities 7. provision of personal protective equipment
Transport	1. Motor vehicle accidents	1. properly maintained motor

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	<ul style="list-style-type: none"> 2. physical accident 3. physical injury 4. fire outbreaks 5. stress 6. exposure to harmful chemicals and weather elements 	<ul style="list-style-type: none"> vehicles and disciplined drivers 2. regularly servicing of motor vehicles, bicycles and motor cycles 3. refresher courses for drivers 4. provision of adequate fire and first aid kit
Procurement of goods and services	<ul style="list-style-type: none"> 1. substandard goods that pose danger to the user (s) 2. danger posed on receiving goods 3. procurement including technical evaluation and verification 	<ul style="list-style-type: none"> 1. provision of goods as specified by the user (s) 2. provide personal protective equipment 3 ensure that all suppliers are aware of and adhere to our occupational safety and health standards in procuring of goods according to proper specification 4. training of staff
Storage and disposal	<ul style="list-style-type: none"> 1. storage and handling of goods 2.spillage and leakage of hazardous materials eg acids and pungent smells and sometimes poison emitted from rubber toner etc 3.insecurity and leakage in server rooms 	<ul style="list-style-type: none"> 1. use of proper recommended disposal methods as provided by the Procurement Disposal Act, 25, NEMA 2. Provided security and drainage system in the server rooms 3. provide adequate storage facilities and personal protective equipment 4. assign security personnel and install a drainage pipe in server rooms
Cleaning	<ul style="list-style-type: none"> 1. danger posed by wet slippery floors, cleaning detergents and disinfectants 	<ul style="list-style-type: none"> 1. ensure that cleaners are aware of and adhere to our Health and Safety standards

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	dusty surfaces, naphthalene balls, fumigants etc 2. cleaning heights	2. provide personal protective equipment, ladders and pulleys
Social welfare	1. stress and fatigue from exogenous factors	1. provision of refreshments to every staff 2. provision of designated cooking areas 3. work place counseling services 4. compensation in case of accidents
Handling confidential information	1. stress related complications 2. intimidation 3. harassment 4. stigmatization 5. discrimination	1. provision of refreshments to every staff 2. provision of designated cooking areas 3. work place counseling services 3. compensation in case of accidents

12.19 Supervisors Responsibilities

Safety and health of the employees is a primary responsibility of the supervisors. To accomplish this obligation, supervisors will:

- Assure that all safety and health rules, and regulations, policies and procedures are understood by conducting pre-job safety orientations with all workers, and reviewing rules as the job or conditions change, or when individual workers show a specific need.
- Require the proper care and use of all needed protected equipment
- Identify and eliminate job hazards expeditiously through job safety analysis procedures.
- Continuously update all employees on the hazardous chemical they may encounter under normal working conditions, or during an emergency situation.
- Review accident trends and establish prevention measures
- Set the proper safety examples.

12.20 Roles and Responsibilities of Employees

The roles and responsibilities of employees are as follows:

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- i. Report all on the job injuries and illnesses to your supervisor promptly no matter how serious
- ii. Report all equipment damage to the supervisor immediately.
- iii. Don't take chances –use your safety equipment immediately.
- iv. Report all near misses to your supervisor immediately.
- v. Report all unsafe conditions or situations that are potentially hazardous.
- vi. Participate in training programs provided by the safe and health committee
- vii. Conserve energy, water and other resources
- viii. Use good judgment in carrying out work assignments and follow established procedures
- ix. Give due consideration to personal safety and the safety of others while performing assigned tasks.
- x. Strictly adhere to the policy requirements and guidelines.

Process to be followed if an injury occurs is as follows:

- a) The first priority in the event of an injury at work is medical attention
- b) The injured worker or nearest colleague should initially contact one of HAL's registered first aid attendants
- c) In the event of any apparently serious injury an ambulance should be called
- d) Any employee who sustains an on-the-job injury, experiences a safety incident or near miss must report the incident to their manager
- e) The manager must then complete a report in the Register of Injuries, Incidents and near misses

This standard report must include:

1. Employee details
2. Time and location the injury/incident occurred
3. Details of the injury including:
 - i. Part of body injured
 - ii. Time lost
 - iii. Name of the first aid attendant
 - iv. Details of first aid treatment
 - v. Details of any investigation of the accident

12.21 Procedure for Accidents, Injury, Illness or Near Miss on the Job

The following procedure outlines the steps to take if an accident/injury/illness happens on the job.

Procedure for Emergency Accident/Injury/Illness

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1. Supervisor shall take charge immediately
2. Contact relevant service provider
3. Render good Samaritan first aid if possible.
4. Arrange for transportation (ambulance, helicopter, company vehicle, cab, etc)
5. Do not move anything unless necessary to protect the injured pending an investigation of the accident.
6. Accompany or take injured to hospital, home etc (depending on the extent of the injury)
7. Remain with injured until relieved
8. When the injured person's immediate family is known by the supervisor, they should properly be notified, preferably in person, or have an appropriate person to do so.

12.22 Incident Reporting Procedures

HAL believes consistent incident reporting procedures can help identify problematic and unsafe operations as well as increase safety in the workplace.

Therefore, it is imperative to institute and consistently use specific procedures for reporting incidents and near misses as follows:

1. Contact the HR department to review circumstances of the incident/equipment damage.
2. The Construction, Health and Safety committee will discuss the situation to determine if the situation should be classified as an incident or operational damages and if that information should be sent to the Safety Committee for review.
3. If a situation is deemed non-operational and an incident form/investigation is requested by one of the above, all appropriate incident investigation measures shall be performed. These measures shall include but is not limited to the following:
 - The incident investigation form shall be filled out in its entirety.
 - Pictures shall be taken of any and all equipment damages as well as the surrounding area if needed
 - Any other documentation or paperwork that would help in the investigation should be sent in.

12.23 Requirements for Staff, Visitors at Construction Sites

12.23.1 Safety Protective Clothing

The following items should be procured to be used by employees, clients, and the directors while moving round the site.

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- **Overalls:** - personal protective wear worn prior to going to the construction site
- **Helmets (Hard hats)** – are required at all construction site locations
- **Gum Boots**-protective footwear must be worn before going to any construction site.
- **Dust Masks** – personal protective wear must be worn when the working environment is dusty.

12.23.2 Other Safety Requirements

- i. Report every injury or illness no matter how slight to the supervisor
- ii. Wear clothing suitable for the weather and the work.
- iii. Jewellery (rings, bangles, earrings, chains) should not be worn.
- iv. Proper eye protection must be worn when one is exposed to flying objects, dust, harmful rays, chemicals, or particles, etc
- v. Always use gloves, aprons or other protective clothing when handling rough materials, chemicals and hot or cold objects

12.24 Requirements for Contractors for Workers on Construction Site

The objective of is to provide for a safe working construction environment, strong safety awareness by all supervisors and workers, and the safe use of tools, machinery and equipment.

12.24.1 Safety Protective Clothing

The following items should be used by all construction workers- unless specified otherwise.

- **Overalls:** - personal protective should be worn prior to going to the construction site
- **Helmets (Hard hats)** – are required at all construction site locations
- **Gum Boots**-protective footwear must be worn before going to any construction site.
- **Dust Masks** – personal protective wear must be worn when the working environment is dusty.

The Construction Accident Prevention Plan is presented in **Appendix 20**

13. COMMUNICATION

13.1 Policy Statement

The use of Information & Communication Technology (ICT) has brought many exciting new opportunities and challenges as well. HAL provides access to the information available on the Internet and internal and external E-mail (E-mail) to facilitate smooth flow of work. These facilities represent a considerable commitment of HAL's resources for telecommunications, networking, software, storage etc. Employees must regard access to communication facilities and systems as a privilege, not a right.

13.2 Policy Objective

The overall objective of the policy is to ensure that the ICT resources are used and applied in line with business objectives and the provisions of the code of conduct. Any breach to this policy will be treated seriously and may be subject to disciplinary action including termination. Please note that in certain cases failure to comply with the Policy or these instructions will be regarded as gross misconduct and could result in your summary dismissal. Such conduct may include, for example, the storage of obscene material.

The basic point to bear in mind is that employees are expected to apply the same standards of personal and professional responsibility to their dealings on the Internet and by E-mail as they would to any other aspect of their business activities – whether they are conducted in print, on the telephone or face to face.

13.3 Use of Computers

Employees are required to set a password on their network accounts and any associated systems and to take full responsibility for the management of their user accounts, including the secrecy of their passwords. The following apply to all users of ICT facilities at Home Afrika Ltd.

1. ICT resources must not be used to display, store or transmit data that may be considered as offensive, defamatory, libellous or otherwise inappropriate
2. It is the responsibility of the employee not to seek out unacceptable information or use ICT resources inappropriately
3. The use of personal external devices and software (e.g. memory sticks and CD-ROM's) are not permitted on the network.
4. Home Afrika has installed a variety of firewalls, proxies, Internet address screening programmes and other security systems to assure the integrity, safety and security of the

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Company's network and to limit access to certain sites. Employees must not attempt to disable, defeat or circumvent these systems.

5. All E-mails should be deleted (in accordance with any applicable Home Afrika and legal records' retention requirements) when they are no longer needed for business purposes. Employees should be aware that E-mails, even if apparently deleted, can remain on hard disks and back-up tapes and that all E-mails may be subject to discovery in the case of any legal action brought against either yourself or Home Afrika.
6. It is against the Company policy for employees to log into social networking sites during working hours e.g. Face book, Twitter etc.

The ICT Department can monitor employees' activities on the network at any time and any staff found to be misusing the ICT facilities will have access to the Network service and facilities withdrawn and liable for disciplinary action as per staff disciplinary policy.

The following legal points should be taken into account with regard to ICT. It is against the law to:

- Access (or try to access) the data and/or network account of another individual.
- Access (or try to access) software or hardware for which authorization has not been given
- Bypass (or try to bypass) any security measures placed on the network or any systems or computers.
- Introduce a virus onto the company's networks and systems
- Any further criminal activity involving any of the above actions.

13.4 Communication Policy

It is acknowledged that personal communication is inevitable and sometimes necessary. It is expected this will be kept to appropriate or reasonable levels.

Email has legal status as a document and is accepted as evidence in a court of law. Even when it is used for private purposes, HAL can be held responsible for the contents of email messages, including any attachments. Access to emails can be demanded as part of legal action in some circumstances.

The internet is a facility provided by HAL for business use. Management has the right to access the system to determine whether private use is excessive or inappropriate. If an employee is unsure about what constitutes acceptable Internet usage, then he/she should ask his/her supervisor for further guidance and clarification.

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13.5 Internal Communication

HAL will maintain constructive and cordial relationships between employees at all times. The following general procedures will be applicable for internal communication

1. All communication on routine matters (such as salary payments, leave, medical, pension scheme etc) will be addressed to the relevant departments/individuals through verbal or written means where applicable.
2. Births, Weddings, Death announcements and other personal announcements will be made through the HR department, who will in turn make all official communication on the same to other colleagues via the organization's notice boards.
3. Official requests, notices, complaints and any official communication must be done in writing to the relevant department/individual.
4. All employees who use computers to carry out daily duties will be assigned with email addresses to communicate both internally and externally.
5. All incoming letters will be received officially by the receptionist and distributed as per the mail procedures mentioned above
6. All mail to be sent within Nairobi will be recorded in the messenger's mail log and distributed by the messenger.
7. All couriers outside Nairobi will be sent via the assigned courier company. All packages sent (especially for upcountry regions) must be official.

13.6 Official Language

Employees must communicate with customers and colleagues courteously, clearly and effectively. The official working language with colleagues is English or Kiswahili. Employees are to desist from using vernacular or '*Sheng*' while speaking or while handling Company business.

13.7 Interviews with Outsiders

No HAL colleague may discuss any aspect of the Organization's business (including HAL's financial experience, core business activities and processes) with representatives of other organizations, the press or the general public unless aspects of their work are inherent in their normal duties.

Further, publication on paper pertaining to HAL is prohibited unless express permission is given by the MD.

14. TRAVEL AND ACCOMODATION POLICY

14.1 Policy Statement

HAL employees will be expected to adhere to the travel and accommodation policy when travelling on company business. The company recognizes business travel is generally an inconvenience and seeks to make such inconvenience more comfortable at a cost that is appropriate for the Company's size and cash flows.

14.2 Policy Objective

The purpose of this policy is to ensure an efficient and fair process for reimbursement of allowable costs for employees travelling on official business. This policy covers domestic travel, regional and overseas travel.

14.3 Travel Expenses

Payment and reimbursement of expenses incurred by employees undertaking Company duties will be governed by this policy and will be guided by the following principles:-

- i. The Company will reimburse approved costs that have been reasonably incurred by employees undertaking Company business.
- ii. All reimbursable expenses should be supported by original receipts
- iii. Travel and subsistence rates change from time to time and changes are intimated periodically by means of Staff Notices.
- iv. Hotel expenses should be in a hotel of reasonable cost and NOT exclusive clubs. Any excessive cost of entertainment incurred as a result of personal preferences will NOT be met by the Company.

The application of this policy shall be in line with other relevant sections of the Staff rules and regulations and the Employment Act (2007).

14.4 Types of Travel

The following are the types of travel applicable to this policy

14.4.1 Business Travel

HAL business travel covers domestic, regional and overseas travel. Business travel shall be within the approved means and guidelines and the Company recognizes the following means of transport; Company vehicles, own vehicle, approved taxis, public transport, train and air travel as applicable and approved.

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Motorbikes will only be used for security and messengerial purposes or with the express written approval by the Head of Human Resource and Administration for specific assignment and duration.

14.4.2 Local Travel

Employees are urged to use the most economical travel means available and minimize the use of hired cars. Any additional requirement for vehicles should be channeled through the Head of HR and Administration

14.4.3 Use of Personal Cars

It is acknowledged that based on specific circumstances, an employee be forced to use their personal vehicle for local business travel or in cases where the Company vehicles are not available. In such cases, approval must be sought from the respective HOD indicating the purpose and the itinerary before travel. Reimbursement will be in line with the procurement and finance policy. When claiming mileage allowance upon return from a duty trip, the employee shall be required to fill in the Mileage Claim Form indicating the relevant expense incurred. This form will be available in the finance policy.

14.5 Guidelines for Air Travel and Overseas Travel

All air travel, both domestic and international is to be booked at economy class rates or the lower available discount fare, unless otherwise approved by management. Process Booking requests are to be made on the booking/authority form which should be forwarded to the nominated booker. At least three days notice and wherever possible, the maximum period of notice of bookings required, should be given, to allow maximum use of available discounted fares.

Employees proceeding for air travel whether local or overseas must comply with the following guidelines

- i. The employee must requisition for air ticket and travel funds through a duly completed travel authorization form in **Appendix 6**
- ii. The travel authorization form must be approved by the MD before funds are availed or ticket purchase requisition is approved. There will be no self-approvers within the company.
- iii. All details on the mode of travel, dates, routing, stop-overs must be filled in.
- iv. Any changes to the original travel plan prior to the departure will require a fresh travel authorization to be completed.
- v. A ticket requisition must be attached to the travel authorization form.

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Guidelines for the purchase of tickets and air travel are as follows:

- All tickets will be purchased through the Company's nominated travel agent in line with the procurement policy
- Employees must always travel at the lowest fare offered by the travel agency on any regularly scheduled full service airline.
- All travel is by economy fare unless approved by MD or the Board. All flights must be booked in advance in order to obtain discount on tickets.

Guidelines for passports and visa requirements are as follows:

- The employee must ensure that they have a passport with them in preparation for their out of country trip. Many countries will not allow entry if passport is valid for 6 months or less.
- If a visa is required the employee should liaise with the Human Resource department to make arrangements.
- The employee (through the Human Resource Department) should liaise with the embassy or consulate of country in question
- It is the responsibility of the employee to ensure that they obtain all the required vaccinations and health certificates required to enter several countries.

When determining reasonable travel expenses, travelling employees will be guided by the following list:

- i. **Personal activities/items:** Travel expenses will not cover expenses incurred from personal activities/items such as shopping, sightseeing/amusement/recreation, entertainment, paid TV channels/movies, video rentals, health clubs and laundry/cleaning/pressing expense for trips less than one week. *(A week is defined as seven consecutive days and nights)*
- ii. **Rental cars, airport limousines and ground transport:** Travel expenses will also not cover expenses incurred from rental cars, airport limousines, and other expensive mode of ground transport where cheaper alternatives are available. Airport valet parking is also not covered as a travel expense. Use of personal cars must be approved in advance except for employees within territorial sales activities.
- iii. **Meal expenses:** Meal expenses (food, beverages, snacks, tips etc) should be reasonable and within the limits of what a prudent person would spend if travelling at their own expense.

- iv. **Entertainment expenses:** Reasonable entertainment expenses incurred will be reimbursed in line with the provisions of individual employment contracts.
- v. **Hotel room expenses:** Employees are requested to stay in reasonable hotels and where necessary request corporate rates when making reservations. If a reservation has been guaranteed but will not be used, it is the employee's responsibility to alert/notify those making arrangements so that a cancellation is made before the deadline. This will avoid any unnecessary charges.
- vi. **Hotel telephone expenses:** Employees are expected to exercise prudent judgement in the number of personal calls they make and the duration of these calls. They should avoid placing unnecessary international calls through hotel telephone systems since such calls are subject to high surcharges.
- vii. **Reimbursement of expenses:** Reimbursement of approved expenses will in all instances be limited to actual out of pocket costs. This applies for example to instances when an employee stays with relatives or friends or travels in someone else's car.
- viii. **Exchange control regulations:** General caution should be taken against committing HAL to any financial obligations. This is especially in instances where a host may offer gifts/items (which are incorrectly assumed to be free) and then invoice HAL later.

Employees travelling overseas must be mindful of security and should take the following precautions:

- Travelling employees must keep supervisors, family and other persons fully aware of their travel itinerary, including flight numbers, departure/arrival times, exact location of travel and the dates, hotels, phone numbers etc.
- Luggage such as personal computer, sensitive company papers, passports, tickets, travel documents and prescription medicines should never be checked in.
- If residing in hotels, employees are further encouraged to take advantage of hotel safes and carry only minimum amount of cash on them.

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- Additionally they must always follow the instruction issued with regards to storage of money and other valuables
- Employees should also understand the currency laws of the country they are visiting because in some countries it's illegal to take currency from the country.
- It is also the responsibility of travelling employees to stay abreast with world current events and review security, political/social and cultural events of countries being visited.
- Additionally, they must always carry a list of contact names and phone numbers for locations being visited and where necessary ensure local affiliates are at least aware of their presence in the country even if not visiting that specific office.
- Lastly as a general security measure all HAL colleagues and associates are reminded of the inherent risk of having significant number of employees travelling on the same company charter or commercial flight.

14.6 Trip Reports

All employees making overseas trips must prepare a trip report within one week of any trip. The report should be addressed to the immediate supervisor and copied to the MD's office and the HR office. If any follow-ups are required they are stated in this report and assignments made as required with dates for completion. The report should expound on the purpose of the trip, attendees, desired outcome of the event, items accomplished and follow ups required

14.7 Accommodation and Per Diem Provisions

HAL through its designated travel agent will make arrangements with various hotel/motel groups for persons requiring accommodation. The Human Resource and Administration Department will co-ordinate all hotel bookings.

Accommodation in country areas (away from capital cities) will be at the discretion of the traveler but should take maximum advantage of available corporate membership plans and lowest available rates.

All accommodation and meal charges are to be paid by per diem provided for the trip. Other business related expenditure will be reimbursed on production of a personal expenses claim form.

No accounts will be opened in the Company name. No charges are to be invoiced directly to the Company, unless previously authorized.

The accommodation reimbursement, including all applicable taxes, should not exceed the rates laid down by the company. These can be obtained from the HR and Administration department.

Note: Accommodation within E. Africa will be on actual basis in liaison with the respective country offices.

*Claims will not be allowed in cases where an employee was entertained by the Company Staff during the visit.

Rates will be subject to periodic review and change.

14.8 Use of Taxi Services

The purpose of this policy is to reduce reliance on Taxi, ensure the effective use of internal resources and minimize cost. HAL will allow employees to use taxis for company business from time to time. Official company business includes:

- Pick up and drop off from the airport for colleagues on official travel.
- Single destination market visits by the colleagues in the marketing team
- Pick up and drop off of employees after dropping/collecting a company vehicle from the garage.
- Any official travel that must be made before 6.30 am and after 7.00 p.m.

The list of circumstances describing 'Official Company business' is not exhaustive and any other approval outside this list may be given on a case by case basis

Employees who are required to use taxis for official company business will be required to comply with the guidelines and procedures as follows:

1. An employee intending to use a taxi must complete a '**Request to Use Taxi Services**' form (**Appendix 7**).
2. Approval for use of taxi services must be given by the employee's immediate supervisor.
3. Once the request is approved, the employee will call for a Taxi

4. At the end of the trip the driver will issue the employee with a receipt stating starting point, destination, time and amount paid.
5. The receipt must be forwarded to the HR and Admin Department after the trip.

15. SEPARATION FROM EMPLOYMENT

15.1 Policy Statement

It is HAL's policy that separating employees will be dealt with dignity and fairness. However, there may be instances where the attitude taken by the employee in terminating will cause the company to take action to protect its own interests. Such a case could include the employee's failure to give proper notice of leaving or taking company documents or other property when he leaves. In such cases, the Company may deny benefits or refuse to accept notice or pay for any notice given. Where these conditions do not apply, the separating employee shall be eligible for all due benefits.

15.2 Methods of separation

- Resignation
- Termination
- Retirement
- Retirement on medical grounds
- Redundancy
- Dismissal
- Death
- Expiry of contract

15.2.1 Termination & Resignation

Service may be terminated by either party giving required notice or payment in lieu, in accordance with the terms and conditions set out in the contract of employment. The reason for termination shall be given by the party terminating the services.

15.2.2 Retirement on medical grounds

HAL may retire an employee, or the employee may retire if the health conditions of an employee are such that they cannot perform the function for which they were engaged and will not be able to be employed in future. Otherwise, termination on medical grounds will apply.

The HR department with the approval of the MD shall make arrangements for the employee to be examined by a doctor approved by the company who shall make recommendations to the company. The company may retire/terminate the employee on the basis of the doctor's recommendation.

However, in the event that the sick employee's doctor recommends otherwise, parties may resort to a medical board comprising of independent doctors to assess and give a final opinion on whether or not the said employee should be retired/terminated on medical grounds. Before an employee is

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retired on medical grounds, they will be given an oral hearing in the presence of the employee's employee of choice.

15.2.3 Retirement

Employees shall leave service at the end of the month following attainment of age of 60 years. The company will take all stringent measures to ensure employees are adequately prepared for retirement e.g. through training, counselling.

An employee who resigns before attainment of the official retirement age will be eligible for payment of their pension contribution. The employer's contribution will be withheld pending the resigning employee's confirmation of the scheme where he wishes to have the funds transferred to.

At retirement age, employees shall receive their final dues and pension in line with the pension scheme rules or the applicable gratuity due if the employee was in a gratuity plan.

Where there is a shortage of specialized skills, employees who have achieved the age of 60 may be re-hired or have his contract extended on a need basis for specific tasks as shall be determined by the organization's management.

15.2.4 Redundancy

These are initiated when one or more jobs are eliminated because of various situations such as declining volume in business, reduced funding or discounted functions or operations.

HAL will endeavor to avoid redundancies through proper business and Human Resource planning. If for any reason the need to declare redundancy occurs within the Company, the due process of the law will be followed.

15.2.5 Expiry of contract

This will be as stipulated in the signed contract agreement.

15.2.6 Dismissal

HAL may dismiss an employee as stipulated herein on the discipline management policy.

15.2.7 Death

The Head of HR and Administration will facilitate the separation process in the event of the death of an employee in service including notifying the relevant life insurance where applicable to ensure that the employee's Group Life Benefit (where applicable) is processed.

It is mandatory that every employee indicate their next of kin and their personal contacts. This information will be held in the employee's HR file. It is also the responsibility of the employee to inform the Head of HR and Administration in writing, of any changes to their next of kin.

This indicated next of kin will be **the sole contact** person with HAL during this separation and proof of their identity and relationship to the deceased employee will be confirmed on commencement of the separation process.

HAL will not get involved in any family or legal disputes with the deceased employee's family members.

Terminal benefits will only be paid to the next of kin upon completion of the clearance process. A clearance form shall be completed by the HR department detailing clearance details of the deceased employee. A copy of the death certificate shall be kept in the file of the employee.

15.3 Exit Procedure

- i. The Head of HR and Administration shall ensure proper clearance and hand over is done by all employees leaving HAL.
- ii. Final payment of dues and/or benefits to an employee is dependent upon completion of clearance and hand over. In the event that an employee fails to return company property, the company reserves the right to offset the value of such property against the employee's salary and non-statutory dues.
- iii. A clearance form is presented in **Appendix 17**. A template to calculate final dues after hand over/clearance is presented.

15.4 Exit interviews

Exit interviews will be carried out by the Head of HR and Administration to obtain feedback from departing employees concerning working conditions, policies, supervision, organizational culture and other matters related to their employment with the company. The exit interview will be administered using the Exit Interview Form presented in **Appendix 16**.

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

HAL will use the information obtained from exit interviews to identify problem areas and to consider changes for improvement. The exit interview is voluntary, however, this is encouraged.

15.5 Certificate of service

It is the policy of the company to give a certificate of service to employees who resign or otherwise have to leave the company. The certificate states duration of employment and position held.

15.6 Retention of Employee's HR File

HAL will retain a former employee's HR file for up to five (5) years after separation from employment as per the provisions of the Employment Act, 2007.

16. Consent to be Bound Form

I acknowledge that:

- I have received the Home Afrika's staff Human Resource Management Policy and understand that it is my responsibility to read and comply with the legal and ethical practices contained in the Code of Conduct and Ethics.
- I give my consent to be bound by the provisions of this Code of Conduct and Ethics Manual for the duration of my employment at the Company.
- I have responsibility to report potential compliance issues to a supervisor, the legal department, the Human Resources or the Managing Director.
- I am aware that violations of the Code of Conduct and Home Afrika's policies and procedures may result in disciplinary action and/or lawsuit.

Name _____

Signature _____ Date _____

Title/Position _____

Department _____ Phone Number _____

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 1 : STAFF REQUISITION FORM

Personnel Requisition Form

Instructions/Hiring Information

Use this form to initiate the recruitment process for all new and existing staff. Please complete all applicable sections of this form.

2 Position Requested

Job Title: _____

..... Full Time Part Time Temporary Other: _____

Anticipated Start Date: _____

Position Status:

..... New Position Replacement Reorganization
..... Internal Candidates External Candidates Internal and External Candidates

3 Budget Information/Approval

Proposed Monthly Compensation : _____

Date Submitted to Human Resources Manager: _____

4. Job Details

Specifications (Education, skills and competencies)

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Requisitioned

Requested by: _____

Signature: _____

Date: _____

Approval

Approved by: _____

Signature: _____

Date: _____

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

INDUCTION/ORIENTATION CONFIRMATION FORM

APPENDIX 2: INDUCTION PROGRAM

Name:_____ Designation:_____

Start Date:_____

Department	Day & Time	Who	Inductees Remarks
HR& Admin Department		HR Office Name: Sign:	
Projects Department		Project Office Name: Sign:	
Finance Department		Finance Office Name: Sign:	
CEO/MD Office		CEO/MD Office Name: Sign:	
Commercial Department		Finance Office Name: Sign:	
ICT Department		ICT Office Name: Sign:	

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Marketing Department		Marketing Office Name:	
		Sign:	
Site Visits		HR Office Name:	
		Sign:	

Employee Sign Off:

Name: _____

Signature: _____

Date: _____

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 3 : PROBATION APPRAISAL FORM

NAME OF EMPLOYEE: _____

POSITION /TITLE: _____

NAME OF SUPERVISOR: _____

POSITION / TITLE: _____

DATE OF HIRE: _____

PROBATION PERIOD END DATE: _____

AREA FOR ASSESSMENT	SUPERVISOR'S COMMENTS	EMPLOYEE'S COMMENTS	OVERALL RATING (rating should be defined)
Job Description Areas (list and rate each key area of the job description)			
Attitude (list desired characteristics for the position)			
Interpersonal Skills (list required expectations)			
Other (specify areas for rating)			
TOTAL SCORE			

Supervisor's recommendation: Confirm/Not to be confirmed/Extend probation period

Signature / Date:

Supervisor's Supervisor Approval:

Signature / Date:

Employee's Signature/Date:

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 4 : EMPLOYMENT CONFIRMATION LETTER

Date

Name
Company
Nairobi.

RE: CONFIRMATION OF EMPLOYMENT

On behalf of the organization, am pleased to let you know that following your successful probation assessment by your supervisor, you have now been confirmed in the position of -----.

All other terms and conditions in your employment contract/appointment letter remain unchanged.

Yours faithfully,
HOME AFRIKA LIMITED

Cc: Personnel File.

APPENDIX 5: LEAVE APPLICATION FORM

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

Please note that all annual leave must be applied for at least 2 weeks in advance

Appendix 6 : Travel Authorization

Employee Name		Department:
Designation:		Employee Number:
Reason for Requested Leave: <i>(Please tick where appropriate)</i>		
<input type="checkbox"/> Annual Leave <input type="checkbox"/> Sick Leave <input type="checkbox"/> Compassionate Leave <input type="checkbox"/> Unpaid Leave <input type="checkbox"/> Maternity/Paternity <input type="checkbox"/> Other		
Leave Details		
From:	To:	
Employee's Signature:	Date:	
Approvals		
Leave Handover: Name: Date: Sign: Manager/Supervisor Approval: Approved: Rejected:		
HR No. of leave days requisitioned for _____ HR Approval _____ Date _____		

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai



Pent Suite 01 | 5th Floor, Morningside Office Park | Ngong Road | P.O. Box 6254 – 00100, Nairobi | Tel: +254 (0) 20 272000

TRAVEL AUTHORIZATION FORM

1. EMPLOYEE DETAILS

NAME:EMPLOYEE NO:

DEPARTMENT:.....

NAMES OF TRAVELLERS:

2. DETAILS OF VISIT

PURPOSE OF VISIT:

DESTINATION- ROUTING:

DEPARTURE DATE:RETURN DATE:

TRAVEL CLASS:

3. COSTING

COST OF ACTUAL AIRTICKET KSHS

ENTITLEMENT _____

DIFFERENCE

PAYABLE BY:

TRAVEL ALLOWANCE REQUEST:KSHS. PER DAY NO OF DAYS.....

TRAVEL EXPENSES TO BE CHARGED TO:.....

LPO NUMBER:

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

REQUESTED BY:DATE:
Traveler

ENDORSED BY:DATE:
Head of Department

4. AUTHORIZATION

EXCEPTIONS TO TRAVEL POLICY:

.....
.....

REVIEWED BY: DATE:
Travel Coordinator

APPROVED BY: DATE:
Group CEO

**Original to: Travel Coordinator
Traveler/Treasurer**

cc:

APPENDIX APPENDIX 7: REQUEST TO USE TAXI

REQUEST TO USE TAXI SERVICES

PLEASE OBSERVE THE FOLLOWING REQUIREMENTS

1. You must complete a '**Request to Use Taxi Services**' Form before using taxi services

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

2. You must get approval for use of these services from your Immediate Supervisor
3. Once your request is approved, you/Admin Department will make the booking for a taxi on your behalf and issue you with a **Taxi Credit Voucher**.
4. The Taxi Credit Vouchers must be presented to the taxi driver.

TO BE FILLED BY EMPLOYEE

I HEREBY REQUEST TO USE TAXI SERVICES ON

LOCATION: FROM: TO:

FOR THE FOLLOWING REASON:

.....
.....
.....
.....

Requested by (NAME):Department.....

SIGNED: DATE:

FOR OFFICIAL USE ONLY

Approval by Immediate Supervisor

Request Approved/Not Approved

SIGNED:

DATE:

Confirmation by Admin

CREDIT VOUCHER NO.....

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

SIGNED:

DATE:

APPENDIX 8: PERFORMANCE APPRAISAL TOOL

Name:	Position:	Department	Year:
-------	-----------	------------	-------

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

Supervisor (Name			
and Title)			

KEY PERFORMANCE INDICATORS: *Identify 4 to 5 KPI's that you will focus on during the rating period. These indicators:*

➤ *Must be aligned with organizational goals and objectives*

➤ *Should be the most important areas for you to work on in the coming period*

Description of	Performance	Time Frame	Results	Rating
KPI	Measure			

Personal Development plan (List at least two)

Development Objective			Action/Steps to meet objective	
Overall Performance Level				
Major	Significant	Solid	Marginal	Unsatisfactory
Contribution	Contribution	Contribution	Contribution	Contribution

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1	2	3+ 3 3-	4	5

PART B: PEER EVALUATION

The competencies listed below are based on HAL'S organizational mission, vision and values. They represent the behaviours employees must demonstrate in conjunction with their Key Performance Indicators. They will provide guidance for receiving feedback from the employee's peers.

Procedure

1. The immediate supervisor will identify at least three competencies to be evaluated. This will be identified by ticking appropriately in the competency model below.
2. At the end of the year, the employee will nominate five peers who will be required to give feedback based on competencies selected in (1) above. The nominated peers must be individuals who work closely with the employee but should not be limited to colleagues in the same department.
3. All feedback given by the peers will remain confidential and will **be submitted directly** to the supervisor. During the appraisal process the supervisor will aggregate the feedback to pick up any trends and **will not** under any circumstances disclose to the employee the specific source of the feedback.

Please _____ tick _____	Employees at _____ the executive _____ level	Please _____ tick _____	Employees at _____ Managerial _____ Level	Please _____ tick _____	All other _____ employees _____
	Leadership		Influence		Teamwork
	Change management		Team Leadership		Innovation
	Strategic Visioning		Change Management		Quality
	Organizational Development		Initiative		Integrity
	Capacity Building		Innovation		Collaboration
			Advocacy		Initiative
			Capacity Building		

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

--	--	--	--	--	--

4. The peer will provide performance feedback in the form below based on the selected aspects of the individual performance. Any other job related feedback is also encouraged. **All sections of the form must be filled** and specific examples must be given to make the feedback credible

Based on your own observation, please describe **how successfully** your colleague represented the competencies selected for evaluation *e.g. John Doe is good at teamwork and he demonstrated this very well when we worked together on project X where his role was to analyze graphs.*

With respect to the competencies selected for evaluation, please describe areas where you feel your colleague **could have done better** *e.g. John Doe should enhance his communication skills so that he can communicate more effectively in team projects. A good example was when we worked together on project Z and he had conflicts with some team members.*

Please give **any other job related feedback** for this colleague based on your interactions with him/her this year *e.g. John Doe is very helpful and goes out of his way to give support to colleagues in other departments for example when they need help writing reports.*

PART C: SUPERVISOR EVALUATION

Please give an overall performance measure for the employee and any comments below:

Rating:	Comment
---------	---------

APPENDIX 9 : SALARY ADJUSTMENT LETTER

Date

NAME:

DEPARTMENT:

DESIGNATION:

RE: NOTICE OF SALARY AND ALLOWANCES ADJUSTMENT

On behalf of the organization, I am pleased to inform you that you have been awarded a salary increment on your gross salary -----.

Effective -----, you will be entitled to:

1. A gross salary of **KSh.**----- .
2. Milleage Allowance of **KSh.** -----.
3. Entertainment allowance on a reimbursable model up to a limit of **Ksh.** -----

All other terms and conditions in your employment contract/appointment letter remain unchanged.

Yours faithfully,

HOME AFRIKA LIMITED

HOME AFRIKA LIMITED

CC: Personnel File

APPENDIX 10 : PROMOTION LETTER

Date

Name

Dear Sir/Madam

RE: PROMOTION LETTER –Designation

Following your exemplary performance, we are happy to inform you that you have been promoted to the position of ----- and this will receive a salary increment of_____.

Your new salary effective 1st March 2019 is **KSH 50,000**

Please note that your contract terms as Accounts Assistant of Home Afrika Limited will be valid for three years from the date of this appointment.

Congratulations on this appointment. We look forward to your continued good service to the organization.

Yours faithfully,

HOME AFRIKA LIMITED

.....
Human Resource Manager

APPENDIX 11 : TRAINING NEEDS ASSESMENT FORM

TRAINING NEEDS ASSESMENT FORM

Name of Employee	Current Position	Job Required skills & competencies	Actual employee skills & competencies	Gaps Identified	Recommended Training & development Plan

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 12 :

TRAINING REQUEST FORM

Name of Applicant & Employee No: _____

Position/Department/Location: _____

I wish to apply for support in the _____ training program organized by: _____ (name of institution)

The training program runs from: _____ to _____

To be filled by the Human Resources Department:

Training and development needs identified in the last performance appraisal:

Cost of requested training: _____ (attach fee structure & admission letter)

Amount payable by the organization: _____ (as per training policy in force)

Amount Requested for: _____

Amount Approved: _____

Supervisor's Approval:

This is to confirm that the above training request has been approved/disapproved (circle as appropriate)

If disapproved give comments: _____

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

Signed: _____

Name of Supervisor: _____

Date: _____

Head of Department Approval Signature / Date: _____

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 13

WARNING LETTER TEMPLATE

Name of the Organization

P.O. Box

Date

Name of the Employee

Department

Dear **(Name of the Employee)**,

RE: WARNING LETTER

Following the **(indicate reference to prior verbal warning/s)** warning, this letter comes as a final warning of the described act of misconduct.

In line with the current human resource policy (indicate clause), please note that a repeat of the same act of misconduct will result in termination of your employment contract with **(insert name of the organization)**.

It is our hope that you will reconsider this action of misconduct and immediately work on addressing the highlighted misconduct and begin to demonstrate the expected standards and obligations of the organization.

Yours Sincerely,

Name of the Head of HR or designated person or MD (as applicable)

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 14 VERBAL WARNING CONFIRMATION LETTER

This is to confirm that I _____ (name of the supervisor) held a
verbal discussion with _____ (name & title of employee) regarding his

conduct on _____ (date) as a verbal warning on his _____ (state
conduct issue discussed) _____

Signed and Confirmed:

Supervisor's Signature & Date:

Employee's Signature & Date:

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 15 DISMISSAL LETTER

Name of the Organization

P.O. Box

Date

Name of the Employee

Department

Dear **(Name of the Employee)**,

RE: SUMMARY DISMISSAL LETTER

Following the demonstration of gross misconduct by **(describe the nature of misconduct)**, this is to inform you that the organization has decided to summarily dismiss you with immediate effect in line with the current human resource policy manual clause (insert the appropriate clause).

In line with your employment letter dated (insert date of employment letter), you are required to handover with all organizational property under your custody to your supervisor and to complete the attached clearance form.

You will be paid your salary and dues up-to and including the date of this letter when your summary dismissal comes into effect.

Yours Sincerely,

Name of the Head of HR or designated person or MD (as applicable)

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 16 : **EXIT INTERVIEW**

NAME:
JOB TITLE:
DEPARTMENT:

START DATE WITH ORGANIZATION:

SEPARATION DATE:

TOTAL LENGTH OF SERVICE:

OTHER POSITIONS HELD WITH ORGANIZATION:

EXIT INTERVIEW FORM



- Please describe the primary reason(s) you are leaving your current position.

2.	Did dissatisfaction with any of the following factors influence your decision to leave?	YES	NO
(a)	Type of work		
(b)	Working conditions (setting, schedule, travel, flexibility)		
(c)	Pay		
(d)	Supervisor		

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(e)	Location		
(f)	Cost of living in area		
(g)	Commute		

3.	Please rate the following aspects of the job you are vacating. Use the 1 – 5 scale below.					
		1	2	3	4	5
		Poor	Fair	Average	Good	Excellent
(a)	Type of work performed					
(b)	Fairness of workload					
(c)	Salary					
(d)	Working conditions					
(e)	Tools and equipment provided					
(f)	Training received					
(g)	Co-workers					

(h) Supervision received

(i) Level of input in decisions that affected you

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4.	Please rate the following aspects of the organization overall. Use the 1 – 5 scale below.					
		1	2	3	4	5
		Poor	Fair	Average	Good	Excellent
(a)	Recruitment process					
(b)	New employee orientation					
(c)	Training opportunities					
(d)	Career development opportunities					
(e)	Employee morale					
(f)	Fair treatment of employees					
(g)	Recognition for a job well done					
(h)	Support of work-life balance					
(i)	Cooperation within the organization					
(j)	Communication between management and employees					
(k)	Performance and development planning and evaluation					

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(l)	Interest and investment in employees					
(m)	Commitment to customer service					
(n)	Concern with quality and excellence					
(o)	Administrative policies/procedures					

5.	Please rate your supervisor on the following factors. Use the 1 – 5 scale below.					
		1	2	3	4	5
		Never	Seldom	Often	Usually	Always
(a)	Gave usable performance feedback					
(b)	Recognized accomplishments					
(c)	Clearly communicated expectations					
(d)	Treated you fairly and respectfully					
(e)	Coached, trained, & developed you					

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

APPENDIX 17: CLEARANCE FORM

SECTION A: EMPLOYEE DETAILS

Name	
PF Number	
Department	
Effective date of leaving	

Please obtain clearance signatures from appropriate offices as indicated below:

SECTION B: HR & ADMINISTRATION SECTION

ITEMS TO CLEAR (Check against each item)	✓	Name & Sign
Office Cleared		<p>_____</p> <p>Cleared by (Name)</p> <p>_____</p> <p>Signature</p> <p>_____</p> <p>Date</p>
Office Keys		
Locker Keys		
Door Access Card		
Staff ID Card		
Medical Card		
Any other item (please list)		

Additional Notes: _____

SECTION B: INFORMATION TECHNOLOGY

ITEMS TO CLEAR (Check against each item)	✓	Name & Sign
Computer Equipment		<p>_____</p> <p>Cleared by (Name)</p> <p>_____</p>
Computer Access Cancelled		
Printer		
Signature authorisation		
Email Access		

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Any other item (please list)		Signature
		Date

Additional Notes: _____

2

SECTION C: FINANCE

ITEMS TO CLEAR (Check against each item)	✓	Name & Sign
Cash Float		
Other (Specify):		Cleared by (Name) Signature Date

Additional Notes: _____

SECTION C: SUPERVISOR

ITEMS TO CLEAR (Check against each item)	✓	Name & Sign
Handover received		
Other (Specify):		Cleared by (Name) Signature

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai

		Date
--	--	-------------

Additional Notes: _____

Acknowledgement

I certify that the information above is accurate: _____
Employee Signature Date

EFFECTIVE DATE : APRIL 2019

Directors: Linus Gitahi (Chairman) Dan Awendo (Managing Director), Peter Nduati, Mbugua Gecaga, Caroline Kigen, Ketan Shah and Rachel Mbai