



EMPLOYEE HANDBOOK

CHEMAF/IMS/HR/EH/01

OUR VISION

BATIR L'AFRIQUE- BUILD
AFRICA

OUR MISSION

To be the leader in copper and
cobalt producer

OUR VALUES

- Respect
- Integrity
- Accountability
- Sustainability

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1. CONDITIONS OF SERVICE POLICY

1.1 Contract of Employment

A Contract of Employment stipulating all the conditions of employment shall be signed by all employees within 3 days of joining on site. See Appendix 1.

1.2 Working Hours

The workweek comprises a minimum of 45 hours, beginning Monday and ending Saturday (up to 12:30pm) of each week. The official working hours are:

07:30 to 17:30 with one hour break between 12:00 to 13:00 for Lunch.

Each employee is required to put in at least eight hours per day. However the nature of work may require some employees to come on shifts in the project sites. The shift details need to be Submit by HOD at the beginning of each month cycle.

For Instance:

SHIFTS	TIME IN	TIME OUT	TOTAL OFFICE Hrs	MEAL TIME	TOTAL WORKING Hrs
Shift A	07:30	19:30	12	1	11
Shift B	19:30	07:30	12	1	11

1.3 Duty Station

Duty station shall be stated in the letter of appointment and any transfer to other field offices shall be communicated in writing. The workstation for each member of staff shall be specified in the letter of appointment. Employees will however be required to report to the Usoke Head Office before proceeding to their place of posting. Once joining formalities are completed in HEAD office then employee is to report straight to their workstation. Transfers are fully discussed in the policy for Staff Movements and according to approval of HR HOD.

1.3 Confidentiality

All information related to CHEMAF SA operations or future endeavours, shall be treated with utmost confidentiality.

2. RECRUITMENT AND SELECTION POLICY

2.1 Introduction

Recruitment and Selection aim to search and hire suitable candidate to fill vacancies in CHEMAF SA of various location with the view to satisfying human resources needs. The search may be internal and/or external.

Internal Job Posting:

The purpose of the Job Posting Policy is to ensure all employees are aware of open positions and have the opportunity to apply for those they are qualified for. CHEMAF believes in promoting from within when possible, and is committed to employing the best candidates for approved positions and engaging in effective recruitment and selection practices in compliance with all applicable employment laws. We provide equal employment opportunity to all applicants and employees.

Any position within CHEMAF that become vacant will be filled, on completion of a requisition form and role description by the Department HOD. Restructured on newly created positions will only be activated upon approval from the MD & HR HEAD.

The success and adaptability of a Company depends upon the recruitment of employees who are flexible, adaptable and committed to the success of the CHEMAF SA

2.2 Objectives

The objective is to ensure that all new employment whether on a temporary, casual or permanent basis is conducted in a structured manner in terms of the company strategy.

Its purposes are to:

- a) Ensure that recruitment is considered an essential part of the human resource
- b) Strategy and consequently an integral part of the overall business strategy;
- c) Ensure and explain best practice for all types of recruitment;
- d) Maintain professional standards whether recruits are easy to find;
- e) Ensure that equality of opportunity is considered an integral part of good recruitment practices and procedure;

2.3 Recruitment Authorization Procedure- Replacement & Budgeted Position

Authorization

All authorization procedure detailed below must be completed prior to the commencement on any recruitment procedure.

- a) Prior to the employment of any employee the Employment Request Form (Appendix 2) must be completed.
- b) The employment of all individuals for budgeted positions within CHEMAF must be authorised by the Department Head ,HR Head & MD
- c) Employment of Personnel to the position of Manager of Departments will require the authorization of the MD

Procedure

- a) The Department Manager will complete the Manpower request form.

- b) The Department Manager is responsible to ensure correct authorization procedures have been complied with.
- c) The Department Head will provide the Human Resources Officer with a fully authorized Employment Authority Form and instruct commencement of Recruitment.
- d) The Human Resources Officer will control that the correct authorization has been obtained. When all is in order they shall commence the recruitment process.

2.4 Additional & Un-Budgeted Position

Department Head shall take approval for Additional & Un-Budgeted position or Restructure position from MD before starting hiring process

- a) Activation of a position shall be allowed by the submission of an Additional Manpower Request Form by the Department Manager to the Human Resources Officer.
- b) Once the need to fill a vacancy has been identified, the Department Manager will submit updated org chart and request form to MD with job description for approval.
- c) Internal Advertisements shall be sent via e-mail or other means to all employees by the Human Resources Officer, while external advertisements shall be placed in specified consultants, Job portals & local newspapers.
- d) Open Vacancy's advertisement should be sent to the Local Authorities (ONEM)
- e) Campus recruitment within DRC and Abroad are always appreciated for hiring young and bright talents.

2.5 Employment Procedure

2.5.1 All employment requests, irrespective of whether it is for casual, temporary or permanent employment must be approved by the MD.

2.5.2 The attached form must be authorized by the MD before the employment process can commence and before any commitment is given to any individual.

2.5.3 All Temporary and permanent employees must complete a medical examination and must also sign a contract with the company. Employment will only be effective once this contract has been signed by the MD. The attached contracts are to be utilized.

2.5.4 Once the request for employment has been approved, HR will source suitable candidates, which will be presented for interview.

2.5.5 Two people will always be present during the interview, HR Manager, requested department representative.

2.5.6 A summary of the recommended candidate will be presented to the employment committee, which consists of the HR nominated delegate, General Manager with consent of MD. This committee will check that due process has been followed, and sign the final approval. Only once this approval has been given, can the individual be notified. Particular attention should be given to ensure that preferential treatment is given to local residents.

2.5.7 For expatriate employment, the attached form must be approved prior to proceeding to find a suitable candidate.

2.5.8 All new employees must go through the sign on process and the induction process, prior to starting work. Including contractors and casual labour

2.6 Employment Interview Panel

The Employment Interview Panel shall be provided with the ground rules of and procedures for interviewing (by the Human Resources Manager) prior to the actual commencement of interviews.

The Panel shall consist of the following persons:

- a) The Department Manager concerned
- b) The Human Resources Manager
- c) For Management Positions the MD as well HR HOD shall interview the candidates

2.7 Age

CHEMAF SA shall, in terms of Labour Code (Articles 203-207) not employ any person under the age of (18) years.

2.8 Appointment

All staff will be appointed by CHEMAF SA (DRC)

Offer Letter: The formal letter of appointment will bear the signature of the MD or as delegated. The letter shall require the signature of the appointee before the appointment is considered effective.

Job Description: On appointment, an employee shall be given a job description. This shall specify the scope and terms of reference for their position. Each member of staff is expected to devote their time and attention to their work and not engage in activities that may conflict with CHEMAF interests or negatively affect their performance. Job Descriptions shall be reviewed yearly.

Probation: Any appointment made on CHEMAF shall be subject to a probation period as specified in the letter of appointment. One month towards the end of the probation period,

employee's immediate supervisor shall make an appraisal report recommending a confirmation or termination of the employee's services. Where necessary, the probation period may be extended as considered necessary by CHEMAF. An employee who is on probation may have his appointment terminated at any time without notice. In the event of such termination, the employee is paid for the period worked up to the time of termination
Confirmation of appointment. On recommendation from the immediate supervisor, the HR HOD shall confirm the appointment in writing.

Reference Check & background Verification:

Our employee background check policy refers to our guidelines for investigating new joiners backgrounds as part of our hiring process before sharing offer letter. Background checks help us:

- Get insight into candidates' background.
- Ensure we hire reliable employees.
- Verify candidates' information for truthfulness and accuracy.
- Screen candidates convicted of serious criminal behavior.

2.9 Personal Data

On acceptance of an appointment, the new staff member is required to complete the Joining form - (See Appendix 3). New employees must also furnish CHEMAF with a declaration of dependents, that is spouse and own children; next of kin and provide photocopies of certificates and other testimonials.

Any changes in personal status shall be reported promptly to the Human Resources Officer by completing a fresh Joining form. Staff records and related correspondence shall be treated confidentially at all times.

2.10 Induction/Orientation

All new staff shall undergo induction training/safety training & plant visit to assist them in the process of becoming integrated to the institution within the shortest time possible. The respective immediate supervisor in collaboration with the HR Officer shall conduct training program on the Date of Joining.

See checklist for induction as Appendix 4:

**CHEMAF INDUCTION / CHEMAF ID BADGE APPLICATION
INDUCTION ET APPLICATION DE BADGE
D'IDENTIFICATION**

3. PERFORMANCE MANAGEMENT

3.1 Introduction

The Performance Management is central to the achievement of the Vision and Business Strategy of Chemaf. The many aspects of optimising employee's performance must be integrated and

established in the way Chemaf is led and managed through the performance management process and system (future requirement).

The aim of the Performance Management Policy is to ensure that Chemaf SA is, and remains a company driven by performance, through:

- Ensuring that suitable resources are allocated to align all Business Planning Processes, through operational goals and measures, to employee activities in a manner that facilitates the achievement of the company's Vision and Business Strategy and game plan;
- Creating a culture in which ongoing improvement in practice and process will be guaranteed;
- Ensuring effective governance and ownership of the Company's practices and objectives;
- Effectively aligning and integrating all relevant Policies and Practices within the Company to support the achievement of optimum performance. This will include the upskilling of employees with appropriate competence and the rewarding of employees for optimum performance;
- Aligning both individuals, team to organizational performance to ensure optimum business performance.
- Align to the defined informal "Team Talk" Department performance process and used as input into the formal approved performance Management process and procedure.

3.2 Objectives

Performance management system empowers employees to have greater input to their personal career progression and will enable managers to better identify, recognize, and reward individuals based upon an agreed set of criteria. CHEMAF promotes a healthy understanding of PMS process in terms of being an avenue to promote dialogue between staff and management as well as a system through which specific needs of staff are identified and brought into the limelight. Specifically, the appraisal process at CHEMAF will be undertaken to:

- a) review performance of the employee against assigned tasks and responsibility
- b) identify the areas of weaknesses and provide positive feedback to the member on their individual and team performance;
- c) identify the areas of strength in each employee
- d) identify employee who can be developed to take up increased responsibilities
- e) identify the employee training needs to improve performance
- f) create a basis for recognizing superior performance through reward, award & promotion
- g) Annual Operating plan for the following year
- h) Identifying talents through succession planning

3.3 Responsibilities of Managers/Supervisors

Managers/Supervisors are responsible for conducting substantive discussions and taking conclusive performance-related actions. These actions include selecting or

- a) developing performance plans,
- b) communicating outcomes and expectations to employees,
- c) establishing employees' development plans,
- d) providing performance-related feedback to employees at prescribed intervals,

- e) preparing end-of-cycle summaries,
- f) and discussing the summaries with employees.

3.4 The Performance Management Process:

- 3.4.1 Performance Agreement
- 3.4.2 Monitoring
- 3.4.3 Scoring & Review
- 3.4.4 Recognition & Reward

3.4.1 PERFORMANCE AGREEMENT:

A Performance agreement is a written document between an employee (or team) and his or her manager. The agreement describes the process of performance cycle, the target, date of accomplishment, and expected outcome. This part of the plan is based primarily on the business objectives of CHEMAF for the years and the employee's roles & Responsibilities

Performance Agreement shall be a continuous process with the following timeframes attached:



January/July

Employee identifies new initiative and plan for the accomplishment

- a) Employee Identifies the Activities/KPI's need to achieve in the span of 06months in the present calendar year. All the KPI's should be Quantitative and Qualitative and should relate to the Organizational objectives.

- b) Employee will share plan for half yearly KPI's and comes into agreement with his immediate supervisor
 - Description of KPI's
 - Targets and road map to achieve the KPI's
 - Result expected from each KPI's

June/December

Evaluation period for Half Yearly KPI

- a) Evaluate the KPI's performance as per the targets set by the dept. AOP
- b) Scoring of the KPI's as per the actual performance and effectiveness
- c) Discussion of Square wheels/hindrances/problems
- d) New Target set for unaccomplished KPI's and the Roadmap.
- e) Formal Feedback session.

Requirements for Temporary Positions: A performance plan should be established in all cases where the duration of the temporary employee is uncertain. A new performance plan **must** be established when an employee is scheduled to work for 90 days or longer.

3.4.2 MONITORING

Monitoring is the process of making accurate and objective performance observations based on the outcomes and expectations contained in an employee's performance plan. In addition, the manager will provide timely feedback throughout the performance cycle to encourage employees to maximize their performance. Performance observations will be provided from multiple sources.

Employee's role: Provide self-evaluation twice per performance cycle, and provide upward feedback once during the performance cycle. If applicable, provide performance input as a peer, customer, or key members of cross functional teams/interface groups.

Manager's role: Collect data, provide feedback, make performance observations, document results, and manage overall process.

Managing unacceptable performance: If at any time during the performance cycle the employee is not performing to the level agreed upon in the performance agreement, the employee is placed into an opportunity to demonstrate performance, or any other applicable performance improving tool in an attempt to bring the employee's performance up to an acceptable level.

3.4.3 Scoring

Scoring is a tool to evaluate the performance of the individual on their set KPI's and keeping them on the performance grade for motivation.

Purpose:

- a) Identifying developmental needs.
- b) Determining compliance with the agreed upon performance plan.

- c) Analyzing individual [or team] performance.
- d) Basis for individual recognition.
- e) Basis for team acknowledgement/recognition.
- f) A point of consolidation of feedback from the performance cycle.

Frequency: Typically the PMS scoring is an Semi-annual process of assessment for evaluating & recognizing the performance of an employee. This process shall occur within 30 days from the end of the performance cycle.

Time under performance plan: An employee must be in his or her current performance plan for 180 days to receive a performance summary. This 180-day requirement also applies to details.

Documentation: A narrative discussion of the individual performance compared to the outcome(s)/expectations(s) as spelled out in the performance plan. The summary is a narrative describing employee accomplishments of the agreed upon outcomes/expectations in the performance plan. The relationship of the narrative and the plan represents the employees' annual performance review.

Recordkeeping requirements: The performance score details of record shall be maintained in the Personnel File.

Relationship to performance based pay systems: The performance score sheet may be used as a factor in determining eligibility for a pay increase in a performance based pay system.

Application to Teams: Teams can receive score card ; however, the accomplishments of a team cannot be a primary or secondary outcome of an individual's performance plan. Additionally, a team performance score does not eliminate the requirement for an individual performance scoring details.

3.4.4 RECOGNITION

A means of acknowledging employees for sustained outstanding performance/service and providing incentives to continue provide outstanding performance/service. Recognition should be linked to performance outcomes. For example, employees should be recognized/rewarded for being results-oriented and customer-focused. Other contributing factors could be increased morale, contribution to team cohesiveness, contribution to the success of the performance management process, etc. Recognition does not necessarily have to be linked to a bonus system, but can be for e.g.; time off, chance to attend conferences of choice etc.

COMPLIANCE: At an appropriate time during the performance cycle, upward feedback will be used to assess manager compliance in supplying performance feedback based on the agreed upon outcomes/expectations found within the managerial performance plan. Since the feedback is for self-development, it shall be confidential between the employee and his or her manager.

4. TRAINING AND DEVELOPMENT POLICY

4.1 Introduction

CHEMAF SA strongly believes that a well-trained and efficient workforce is crucial for the development of any institution. As such, CHEMAF will always strive to attract and retain employees of the highest caliber.

To achieve this, CHEMAF will recruit all levels of staff strictly on merit. After their engagement, the trust will further provide them with opportunities to advance skills and professional expertise as well as give them adequate exposure.

4.2 Process and Criteria

CHEMAF consider staff training as an integral part of its institutional development. It will endeavor to train its staff continuously and impart them with new skills, through some of the following ways:

- *CHEMAF shall from time to time identify training courses, seek funding, and identify staff to attend various courses*
- *Professional staff such as certified accountants, mining engineers, geologists, lab scientist etc, shall be encouraged to identify the trainings to enhance their competencies.*

Training or development programme shall only be offered after a through needs assessment by the Human Resources Officer in consultation with the Department Managers.

CHEMAF places a high premium on human resources training and development. Hence, nominees are obliged to attend courses nominated for and agreed upon. Failure by a nominee to attend a course amounts to misconduct and will be dealt with in accordance with the Disciplinary Code.

In the event where a nominee cannot attend a particular course for one or the other reason, such nominee should inform the Human Resources Officer in writing at least five working days before the commencement of the course through his/her supervisor. Shorter notice through the same procedure shall only apply in the event of unforeseen circumstances, such as illness, death, unplanned leave, and the like.

Trainees shall be nominated by their respective immediate supervisors with relevance to their Performance Plan, whereupon the Human Resources Officer will consider such nominations for confirmation, or otherwise.

Employees who have been granted special leave to attend delegations and short courses within and outside DRC shall be required to submit brief reports thereon, within five (5) working days upon return, to the Human Resources Officer through his/her supervisor who in turn will recommend specific interventions of the MD.

Any training identified by individuals shall also be considered. Where these activities are deemed important by CHEMAF, an equitable selection process of who shall attend the course shall be made and CHEMAF shall fully fund the activity subject to the following conditions:

- The employee must submit a formal application to his supervisor;
- The application shall be forwarded by the supervisor, with his/her recommendations and comments to the Head of Department;
- Approval will thereafter have to be obtained from the HEAD-HR.

The sequential process of the Human Resources Officer shall be to:

- a) determine training and development needs that currently exist and projected future needs through ensuring that all employees have their own Individual Development Plans which is to be developed by the immediate Supervisor with Reference to Performance Plans;
- b) select and write training and development objectives in order to determine and sequence course contents per employee;
- c) produce and procure suitable training and development programmes;
- d) conduct training and/or co-ordinate training to be provided by others from within or outside the CHEMAF

Immediate Supervisor's shall be responsible for:

Individual Development Plans for all employees under their supervision, the relevant employee shall be part of this process.

Obtaining a template from the HR Officer who will be of assistance during the process.

5. LEAVE POLICY

Chemaf believes that people are the bedrock of its success. Chemaf wants to ensure that all policies are fair and equitable towards its staff and in compliance with the Labour code of the country. As per legislation and in accordance with good practice, employees are required to go on leave or may be required to go on leave for a variety of reasons.

Purpose

Chemaf wants to ensure that it has a Leave Policy in place which will ensure that leave is managed:

- In compliance with the Labour code
- All leave types are catered for in the leave policy
- Leave is managed on a consistent basis across the business
- Leave provisions are carefully managed

5.1 Types of Leaves (For Locals)

5.1.1 Annual Leave

- The annual leave is accumulated from 1 January to 31 December of each year.
- Leave entitlement will be 24 working days annually.
- Leave will accrue at a rate of 2 days per month during the year. Not more than 9 days of leave may be carried over from the previous leave year/cycle. Any leave days over and above these 9 days will be forfeited.

- Any leave due will be paid out on termination of service for that particular leave cycle only.

5.1.2 Sick Leave

Local Employees

- This applies to all permanent full-time employees of the Company and is in line with the Labour Code.
- The 'Sick leave cycle' means the period of 36 (thirty-six) months employment with the Company immediately following:
 - an employee's commencement of employment or;
 - the completion of the employee's prior leave cycle
- During every sick leave cycle, an employee is entitled to an amount of paid sick leave equal to the number of days the employee would have normally worked during a period of 6 (six) weeks.
- During the first 6 (six) months of employment, an employee is entitled to 1 (one) day paid sick leave for every 26 (twenty-six) days worked.
- During an employee's first sick leave cycle, the Company may reduce the employee's entitlement to sick leave in terms of the Labour Code.
- The Company must pay an employee for a day's sick leave:
 - the wage the employee would ordinarily have received for work on that day; and
 - on the employee's usual pay day
- The Company is not required to pay an employee in terms of the Labour Code if the employee has been absent from work for more than 2 (two) consecutive days or on more than 2 (two) occasions during an 8 (eight) week period and, on the request by the Company, does not produce a medical certificate stating that the employee was unable to work for the duration of the employee's absence on account of sickness or injury.
- The Company in its sole discretion may decide if they wish to waive this requirement.
- Every medical certificate must be issued and signed by a medical practitioner or any person who is certified to diagnose and treat patients and who is registered with a professional council established by an act of Parliament.

Expat Employees

Expats are eligible for 10 days sick leave in a year. It cannot be integrate with expat leave rotation.

5.2 Other Circumstance Leaves:

- 5.2.1 Temporary Disability- The Company may grant a maximum period of 30 (thirty) consecutive working days leave with full pay during which an investigation must be conducted and the granting of leave under such circumstances is at the discretion of the Company depending on each

individual case.

5.2.2 Family Responsibility Leave- 3 days paid leave, in case of new child born, wife/child sickness and incase of death of 1st degree relatives.

5.2.3 Maternity Leave- All female employees are entitled to at least 4 (four) consecutive months maternity leave.

5.2.4 Adoption Leave- An employee, who adopts a child of less than 2 (two) years of age, qualifies for adoption leave of up to 45 (forty-five) working days

5.2.5 Sabbatical Leave- An employee may apply for paid sabbatical leave to the maximum of 30 days. This has to be approved by the management at least one month prior to the commencement of the leave.

6. **DICIPLINARY CODE**

Disciplinary action will be substantively fair, as well as procedurally fair. Dismissal without a valid fair reason and not in compliance with a fair procedure is explicitly defined as an unfair labour practice.

Procedural fairness is generally taken care of by the disciplinary procedure while the substantive aspects, i.e. the specific behaviour of employees, are the province of the disciplinary code.

Refer to the Disciplinary Code book for Penalties.

7. **WHISTLE BLOWER – GRIEVANCE PROCEDURE**

- 7.1. The person to whom a report is made as envisaged above, will notify the Chairman, Executive Assistant to Chairman, Head of Human Resources, or the Auditor ("the Responsible Person"), depending on the seriousness of the report, who in turn will then make a decision as to whether there is a *prima facie* case to respond to the concern raised.
- 7.2. An investigation may be recommended by the Responsible Person and, depending on the nature and materiality of the matter, it can be dealt with by way of an internal investigation, interviews or independent enquiry.
- 7.3. In dealing with the matter, the Responsible Person may consult with any member of the executive management team of the Chemaf, as he/she deems appropriate.
- 7.4. If, in the course of the investigation of any report in terms of this Policy, the Responsible Person is of the opinion that the matter is of a grievance or disciplinary nature, the appropriate procedures as referred to in paragraph 3.2 of the policy will be invoked.
- 7.5. The decision of the Responsible Person as to whether there is a *prima facie* case to respond to and, if so, what the nature of the investigation will be or whether the matter should be dealt with as envisaged in paragraph 7.4 above, will be communicated to the Reporter in such manner as the Responsible Person deems appropriate.

- 7.6. A Reporter who is dissatisfied with the outcome of the response and who reasonably believes that the information disclosed and the allegations contained therein are substantially true, is at liberty to take the matter further by reporting the matter to his/her own legal representative.

Should the Reporter be concerned about speaking to another member of staff, he/she can also liaise with an independent third party, in confidence, by contacting the hotline

24/7 Hotline number : +243 977770079 (Toll Free)

Whats App live Number : +27 79 512 9361

Email – chemaf@whistleblowing.co.za

Fax: +27 31 312 8825

Postal: PO Box 51006, MUSGRAVE, 4062

Refer to the Policy for other details.

8. ALCOHOL AN DRUG POLICY

Breath alcohol will be tested using a CHEMAF approved portable Breathalyzer device. Confirmatory alcohol testing results exceeding 0.00% BAC however lower than 0.02% BAC is considered a Low-Range Positive Test Result, and the worker **MUST** be removed from the workplace for 24 hours with the worker paraded for disciplinary action when reporting for their next working shift (minimum disciplinary action will be a written warning however this may be increased depending on the workers previous disciplinary and or work performance history).

Confirmatory alcohol testing results equal to or exceeding 0.02% BAC however not exceeding 0.05% BAC is considered a Medium-Range Positive Test Result, and the worker **MUST** be removed from the workplace for 24 hours with the worker paraded for disciplinary action when reporting for their next working shift (minimum disciplinary action will be a written warning however this may be increased depending on the workers previous disciplinary and or work performance history)

Confirmatory alcohol testing results equal to or exceeding 0.05% BAC is considered a High-Range Positive Test Result, and the worker **MUST** be removed from the workplace for 24 hours with the worker paraded for disciplinary action when reporting for their next working shift (minimum disciplinary action will be a first and final written warning however this may be increased to termination of employment depending on the workers previous disciplinary and or work performance history).

For other drugs, urine shall be tested using a qualitative rapid multi-drug screen test. The result will be deemed positive should screening values exceed the following:

- Amphetamines 300 µg/litre

- Cannabinoid's THC (Marijuana) 50 µg/litre
- Opiates 300 µg/litre
- Barbiturates 200 µg/litre
- Cocaine 300 µg/litre
- Methadone 300 µg/litre
- Benzodiazepines 200 µg/litre
- LSD 0.5 µg/litre

Disciplinary actions will be taken against any result deemed positive (minimum disciplinary action will be a first and final written warning for any positive drug screening result however this may be increased to termination of employment depending on the workers previous disciplinary and or work performance history).

9. VEHICLE POLICY/TRANSPORT POLICY

At CHEMAF vehicles are provided to support business activities only and are to be used only by authorized employees. They are not to be considered a part of an employee's compensation and must not be used as an inducement for employment. In all cases, these vehicle are to be operated in strict compliance with motor vehicle law of D R Congo or the jurisdiction in which they are driven and with the utmost regard for their care and cost efficient use.

Entitlement of vehicles is provided as per the Grade and designation of the Staff define in the policy.

10. DOMESTIC TRAVEL POLICY

Employees/ Consultants or Advisors of Chemaf shall normally travel on the basis of the most direct route.

All employees will be encouraged to travel as per their entitlements

Business class is permitted only to those officials who are entitled as per their contract or during civil unrest requiring departure on the first available flight.

Per Diem will be paid as per the company policy. Employee need to submit original bills for reimbursement and settle the expenses.

11. GIFT POLICY

CHEMAF expects the highest standards on integrity and conduct from its employees in all matters affecting the CHEMAF. Employees should apply the principles of the policy May results in disciplinary action, which can include dismissal.

Procedure:

- Approval from the delegated authority must first be obtained before any gift or any form of hospitality can be accepted. No employee may accept a gift or any form of hospitality without approval by the delegated authority
- Unless of Nominal (less than \$ 50/-) or promotional value, gifts or offers of hospitality must be declined. Gift must be returned with letter of appreciation explaining the policy. Perishable gifts could be sent to a charitable organization and the donor informed. Should an employee receive more than one gift or offer during any calendar month, the second and subsequent gifts and/or offers must be declared.

- All gifts must be declared by employees and recorded in a register maintained by the administration department. This record must be reviewed regularly and must be available for inspection by the auditors and senior management.
- The supervisor must upon receiving a report of any deviation from policy, initiate investigation and take disciplinary action where warranted.

All gifts must be declared by employees and recorded in a register maintained by each Business Unit. This record must be reviewed regularly and must also be available for inspection by the Auditors and Senior Management.

12. MEDICAL

All expats employees are covered under BUPA GLOBAL policy as per the grade & category of the Employee.

Employees who are not covered under BUPA Global, the medical expenses of that employee will borne by CHEMAF.

Senior Line Management are responsible for the implementation of this procedure with support from Human Resources who will provide the support, advice and maintenance of this procedure for Chemaf.

13. MISSION ORDER

This policy is applicable to all the employees as per the categories.

No allowance will be paid for less than 24 hours mission.

Mission allowance will be paid on submission of the Mission Order showing clearly the time period of the mission and duly approved by the HOD and HR.

The mission allowance can be paid in cash from Lubumbashi or through the Bank (depending on the case).

14. SIM, EMAIL ID & LAPTOP POLICY

The company provides a corporate SIM card, Email ID & Laptop to employees depending on the eligibility in order to facilitate its business operations and to ensure better communication.

This policy applies to employees of CHEMAF, who are provided with corporate SIM (*Handset not included*)/Email ID/ Laptop after the approval of HR Management.

15. GLOBAL MOBILITY POLICY

Chemaf believes that people are the bedrock of it's success. As such Chemaf wants to ensure that it has a Global Mobility Policy which underpins it's belief in people and will ensure consistency in the manner. In addition, it's Global Mobility Policy must be flexible and consistent to be ensure that Chemaf is seen and perceived to be a professional Human Resources organization

15.1 VISA

- Employment visa and visit visa will be arranged by CHEMAF for the new joinees (Expatriate Staff).
- In case employee resigns from service before probation period. The visa amount will be deducted on Pro-rata Basis from his full and final settlement.

15.2 HOUSING

The company will provide housing in the host location. This will either be in the form of camp housing at the location which may be single or shared accommodation. The company will endeavor to give suitable accommodation which may be closest to the work location and will take into account the health and safety of the employee at the same time. Food is not provided as part of the accommodation and this is for the employee account.

All other costs for example cleaning, laundry are for the account of the employee.

For Executive level where the company has provided family housing due to the family being relocated with the employee, all costs related to the housing such as cleaning, cooking, gardening or any other costs will be for the account of the employee. The accommodation which has been provided to the employee will be semi or fully furnished depending on availability of accommodation. This is at the discretion of the company.

15.3 UNPAID LEAVES / LWP

Unpaid leave may be granted for 10 days maximum, normally for educational, sickness or family issues because CHEMAF wishes to maintain an association with the individual simultaneously CHEMAF also expects to follow the policy's and maintaining the dignity of the Organization.

Violation of policy or rule may lead to suspension and termination of contract.

In case of Emergency extension of LWP will be approved by Management as per valid reason and evidence.

15.4 SCHOOLING ALLOWANCES

The company doesn't appreciate employees bringing their children on assignment and as such the company will not pay for the schooling of the children. Where a couple has come on assignment together as both are employed by the company and bring their children, the company will in exceptional circumstances support such an arrangement. The cost of the schooling will be to the account of the employee; however, the company will assist in transporting the children to and from school on a daily basis. This will only apply in exceptional circumstances.

15.5 HOME TRIPS

The company will pay the costs of home trips for the employee to return to base country as per the arrangement in the contract. As a general rule the company will pay for the return ticket of an employee as per the grade and category within 12-month cycle. The employee cannot request the company to book them to other destinations for their annual home trips.

In case of Residential Employees are entitled for flight ticket once a year to their home country.

15.6 TAX LETTER

All expatriates are responsible for their own tax preparation costs. This applies to all levels within the organization. The company will not facilitate any preparation services for its employees.

15.7 LOCAL ALLOWANCE

All expatriate local allowance is a part of their salary, they can avail local allowance upto USD 1000/- which will be deducted from their monthly salary.

Allowances are not subjected to change once decided by the employee.

15.8 SALARY ADVANCE

In case of emergency employee can avail salary advance on the approval of dept Head and HR HOD. Salary advance is subjected to the completion of probation period of the employee.

Before that employee is not eligible.

Once salary advance is maximum 50% of monthly earning of an employee.

15.9 EXPAT LEAVE ROTATION

All expatriates will qualify for leave which will be in accordance with the following schedule mentioned in the policy as per the grade & categories.

Apart from the leave days 2 days additional will be provided as travel days.

Sundays & Public holidays are additional to the leave days

(Leave days are calculated on weekdays, Sundays & public holidays are additional)

All Expat leave days will lapse on the following year by 31st march

15.10 OVERTIME

Expats are not eligible for overtime wages

16. CAREER & SUCCESSION MANAGMENT

It is the ongoing process whereby the employee:

- (1) Obtains self-knowledge (interests, values, abilities, personality, career anchors);
- (2) Obtains a knowledge of the working environment (job and organizations);
- (3) Develops career goals;
- (4) Develops a strategy; and
- (5) Obtains feedback on the effectiveness of the strategy and the relevance of the goals

16.1 PRINCIPLES

The following policy principles underpin the career and succession Management system (policy and procedures as well as guides and Support systems which is a future requirement):

- 16.1.1 Career management is a continuous process that will take place on site and divisionally. It is a life-long process of the employees' work life which starts from the time the person applies for a job at Chemaf SARL, until his/her exit, either through moves to a different Business Unit, career change, natural attrition, disciplinary measures, or retirement.
- 16.1.2 Career management is integrated with performance management processes as well as human resources planning and human resource development.
- 16.1.3 A Career Development and Succession Planning Panel system will be used and driven by management and key stakeholders.
- 16.1.4 In order to achieve proper human resource planning, an individual development charter (IDC) for employees will be drawn up and contracted with the individual employee. The underlying principle is that development planning is a shared responsibility; employees are responsible for their personal career growth; the manager will support and provide guidance. The manager is ultimately accountable for ensuring that the employee actively manages his/her career development process through the performance management process.
- 16.1.5 The career and succession management system will allow for full integration of other human resource processes such as workplace skills plan; performance management; skills development and job fit.
- 16.1.6 The individual development charters will be fully aligned with the career development/succession planning panel system and performance management.
- 16.1.7 A formal mentorship system will be established as an employee support system.
- 16.1.8 Senior management is responsible to ensure that career and succession management is conducted in their respective groups.
- 16.1.9 Uniform processes are used throughout Chemaf SA levels allowing vertical and lateral movements and cross boundary appointments.
- 16.1.10 The career development and succession planning processes are driven by management panels with stakeholder representation, and supported by human resource practitioners, coordinators/facilitators, psychologists, appropriate computer and administration systems.
- 16.1.11 Potential successors are informed of their candidacy and their personal preferences are considered in the finalization of succession plans with due sensitivity concerning possible expectations.
- 16.1.12 A personal development plan (individual development charter) is compiled for each candidate on the short list for a key position with his/her cooperation.
- 16.1.13 Key jobs and individual progress are regularly reviewed through the career development panel system.
- 16.1.14 Details of key jobs under consideration will be available in Chemaf SA with a view of attracting applications from interested Chemaf SA employees.
- 16.1.15 ***Nationals remain a key consideration within the HR capacity, Development and Succession policy and will have preference and priority over any other types of employee categories.***

18. ANTI BRIBERY POLICY

1. Purpose

The purpose of this policy is to establish controls to ensure compliance with all applicable anti-bribery and corruption regulations, and to ensure that the Chemaf business is conducted in a socially responsible manner.

2. Policy statement

Bribery is the offering, promising, giving, accepting or soliciting of an advantage as an inducement for action which is illegal or a breach of trust. A bribe is an inducement or reward offered, promised or provided in order to gain any commercial, contractual, regulatory or personal advantage. It is our policy to conduct all of our business in an honest and ethical manner. We take a zero- tolerance approach to bribery and corruption. We are committed to acting professionally, fairly and with integrity in all our business dealings and relationships wherever we operate and implementing and enforcing effective systems to counter bribery. We will uphold all laws relevant to countering bribery and corruption in all the jurisdictions in which we operate. However, we remain bound by the laws in DRC in respect of our conduct both at home and abroad.

Bribery and corruption are punishable for individuals by up to ten years' imprisonment and a fine. If were found to have taken part in corruption, we could face an unlimited fine, be excluded from tendering or public contracts and face damage to our reputation. We therefore take our legal responsibilities very seriously.

3. Scope

Who is covered by the policy?

In this policy, third party means any individual or organisation you come into contact with during the course of your work for us, and includes actual and potential clients, customers, suppliers, distributors, business contacts, agents, advisers, and government and public bodies, including their advisers, representatives and officials, politicians and political parties.

This policy applies to all individuals working at all levels and grades, including senior managers, officers, directors, employees (whether permanent, fixed-term or temporary), consultants, contractors, trainees, seconded staff, homeworkers, casual workers and agency staff, volunteers, interns, agents, sponsors, or any other person associated with us, or any of our subsidiaries or their employees, wherever located (collectively referred to as employees in this policy).

This policy covers:

- Bribes;

- Gifts and hospitality;
- Facilitation payments;
- Political contributions;
- Charitable contributions.

3.1 Bribes Employees must not engage in any form of bribery, either directly or through any third party (such as an agent or distributor). Specifically, employees must not bribe a foreign public official anywhere in the world.

3.2 Gifts and hospitality Employees must not offer or give any gift or hospitality:

- which could be regarded as illegal or improper, or which violates the recipient's policies; or
- to any public employee or government officials or representatives, or politicians or political parties; or
- which exceeds \$100 in value for each individual gift or \$500 in value for each hospitality event (not to exceed a total value of \$1000 in any financial year), unless approved in writing by the employee's manager.

Employees may not accept any gift or hospitality from our business partners if:

- it exceeds \$100 in value for each individual gift or \$500 in value for each hospitality event (not to exceed a total of \$1000 in any financial year), unless approved in writing by the employee's manager; or
- it is in cash; or
- there is any suggestion that a return favour will be expected or implied.

Where a manager's approval is required above, if the manager is below Director level then approval must be sought from an appropriate Director. If it is not appropriate to decline the offer of a gift, the gift may be accepted, provided it is then declared to the employee's manager and donated to charity. We appreciate that the practice of giving business gifts varies between countries and regions and what may be normal and acceptable in one region may not be in another. The test to be applied is whether in all the circumstances the gift or hospitality is reasonable and justifiable. The intention behind the gift should always be considered. Within these parameters, local management may define specific guidelines and policies to reflect local professional and industry standards. Where this policy requires written approval to be given, the Company Secretary shall put in place a process to maintain a register of all such approvals.

4. Your Responsibilities

Employee must ensure that you read, understand and comply with this policy. The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those

working for us or under our control. All employees are required to avoid any activity that might lead to, or suggest, a breach of this policy. You must notify your manager OR the Company Secretary or the confidential helpline as soon as possible if you believe or suspect that a conflict with or breach of this policy has occurred, or may occur in the future. Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. We reserve our right to terminate our contractual relationship with other workers if they breach this policy.

For further info please go through the entire policy (HRC-DRC-POL/Jul-20/0021)

EMPLOYEE RECEIPT AND ACCEPTANCE

I hereby acknowledge receipt of the CHEMAF Employee Handbook. I understand that it is my continuing responsibility to read and know its contents. I also understand and agree that the Employee Handbook is not an employment contract for any specific period of employment or for Continuing or long-term employment. Therefore, I acknowledge and understand that unless I have a written employment agreement with CHEMAF that provides otherwise, I have the right to resign from my employment with CHEMAF at any time with or without notice and with or without cause, and that CHEMAF has the right to terminate my employment at any time with or without notice and with or without cause. I have read, understand and agree to all of the above. I have also read and understand the CHEMAF Employee Handbook. I agree to return the Employee Handbook upon termination of my employment.



Chemaf S.A.
144, Avenue Usoke, Lubumbashi, DR Congo



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