

EMPLOYEE HANDBOOK

**UNDERSTANDING ALL EMPLOYMENT
ISSUES AND GENERAL CONDUCTS AT
FIDES TANZANIA LTD**

“FIDES TANZANIA – SHAMBA LANGU”

VERSION 2

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WELCOME TO FIDES TANZANIA LTD

On behalf of your colleagues, we welcome you to Fides Tanzania Ltd and wish you every success here.

At Fides Tanzania Ltd, we believe that each employee contributes directly to the growth and success of the company, and we hope you will take pride in being a member of our team.

We believe that professional relationships are easier when all employees are aware of the culture and values of the organization. This guide will help you to better understand our vision for the future of our business and the challenges that are ahead.

We hope that your experience here will be challenging, enjoyable, and rewarding.

Again, Welcome!

Managing Director.

1. INTRODUCTION

This is our Second Edition of Employee Handbook. Please review it and sign the attached acknowledgment and hand it to your Supervisor who will deliver them to the Human Resources Office.

You may keep a copy of the Handbook if you wish, but a copy will always be available to you through the HR department. If you do not wish to keep a copy, please return the Handbook to HR Office.

This Employee Handbook (the “Fides Tanzania Employee Handbook”) was developed to describe some of the expectations of our employees and to outline the policies, programs, and benefits available to eligible employees. Employees should familiarize themselves with the contents of the Handbook as soon as possible, for it will answer many questions about employment with Fides Tanzania Ltd.

In case of conflict between English and Kiswahili versions – then the English Version will be used as the original document.

1.1 ORGANIZATION DESCRIPTION

1.1.1 HISTORY OF FIDES TANZANIA LTD

Fides

In 1967, Messrs Flikweert, Van Dijk and Van Steekelenburg together founded the Fides Company, deriving the name from the first letters of their surnames. In doing so, they were the first ones to start breeding their own cut flower Chrysanthemums. It resulted in great success with top varieties such as Westland, Tiger and Stallion. In 1970, the company decided to breed Kalanchoe independently and propagate them from seed. Later, Fides changed over to the propagation of cutting material. Going for Kalanchoe proved to be the right choice: sales figures were good. At the top of all, Fides presented in 2002 the world's first decorative (double flowered) Kalanchoe variations, after the discovery of a spectacular Kalanchoe mutation in 1998. These special varieties were introduced to the market as a new series, under the name Calandiva®. In 2013, Fides proudly presented their new diva among the other decorative plants, named Grandiva®.

Dümmen Orange

Dümmen Orange, a mother company to Fides Tanzania among others, represents a legacy of floricultural excellence more than a century in the making. By uniting the world's top breeders under one distinctive brand, we blend traditional techniques and emerging technologies to provide the largest selection of superior flowers and plants on earth.

Globally accessible and locally embedded, we continue to be at the forefront of our industry while bringing stability and opportunity to our partners and associates worldwide.

Grounded in this rich history, wise growth and deep commitment to our customers, Dümmen Orange blooms brighter year after year.

These days, Dümmen Orange products find their way to 56 countries on all continents. We can run this due to our 7700 employees worldwide. Breeding takes place in The Netherlands, Germany, Denmark, Spain and the United Kingdom. These global production locations, offices and an extended network of agents take care of an optimal, worldwide distribution of our products. In order to further improve our starting material and delivery reliability, from 1975 onwards, propagation of our products has been taking place under the most ideal conditions by our own companies in Uganda and Tanzania.

1.1.2 MISSION, VISION AND SLOGAN

Mission

To excel in the production of superior cuttings of a consistent high quality and being a reliable supplier

Vision

To be the leading producer and exporter of the best quality cuttings on the global market

Rallying Call

Rallying call/Slogan/Motto is a short, descriptive phrase about the company. It represents a set of beliefs, ideals or ethical stance that the company takes as a business entity. The Rallying call is the image the company wishes to project to its employees and to the public, in general.

Our Slogan/Rallying call **“Fides Tanzania - Shamba Langu”** is a phrase that makes every employee of Fides (T) Ltd feel that they belong here, to encourage unity among ourselves and to act in support and loyalty of our farm. It is a heartily uniting call to all employees at our company.

1.1.3 PRODUCTS PRODUCED

Tanzania is geographically location a bit below the equator, a lot of sun and the length of the days and nights are almost equal. The farm (production location) has a surface of 25 hectare of which is 10 hectare production surface. The farm in Tanzania is the biggest farm for producing Kalanchoe and decorative Kalanchoe (Calandiva®) cuttings.

Fides is world market leader of Kalanchoe and Calandiva and they want to increase their market share off course.

1.1.4 FACILITIES AND LOCATION(S)

Fides Tanzania was established in 01.12.2005 by modifying an old Rose farm to a modern Chrysanthemums and Geraniums greenhouses and later on Kalanchoe replaced Geraniums. Fides Tanzania Ltd is situated near Tengeru, about 17km from Arusha town. Fides Tanzania is one of the subsidiaries of Dümme Orange, a leading company in breeding and development of cut flowers, potted plants, bedding plants and perennials.

Fides Tanzania is located near Arusha in northern Tanzania at an altitude of 1.250 m above sea level at the slopes of Mt Meru.

Total area under cover is 99.850 m² (nearly 10 ha) with 20 Greenhouses.

1.1.5 DÜMMEN ORANGE 5 CORE VALUES

Our core values were not handed down or made up by a small, select group of leaders or experts. Each has been at the heart of the way we do business for generations. More than any name, logo or story, our values describe who we are as a company of like-minded individuals. We all work from the same foundation and toward the same vision.

a) PASSIONATE PURPOSE

Passion lives in every moment and every detail of our work, uniting our mission, our people, and our planet in a vibrant circle that's both sustaining and sustainable.

b) INSPIRING CONFIDENCE

Trust – earned by doing business honestly, transparently, accountably and reliably – inspires confidence in our relationships and pride in our legacy.

c) BOUNDLESS SOLUTIONS

Serving the individual needs of our customers with sincerity and ingenuity fuels boundless floriculture solutions and business opportunities that advance mutual success.

d) EVOLVING EXCELLENCE

From products that outperform to leadership that outshines, continually evolving our standards of excellence feeds dynamic growth and deep-rooted success.

e) EMPOWERING EXPRESSION

Flowers speak to the best of our human nature – beauty, joy, love, life, art – empowering us to connect, communicate and share every day.

1.1.6 ORGANISATION CHART AND DEPARTMENTAL ORGANISATION

Organisation Chart

Fides Tanzania Ltd organization chart is a diagram showing graphically the relation of one official to another, or others, of a company. It also shows the relation of one department to another, or others, or of one section of an organization to another, or others. This chart is valuable in that it enables an employee to visualize a complete organization, by means of the picture it presents.

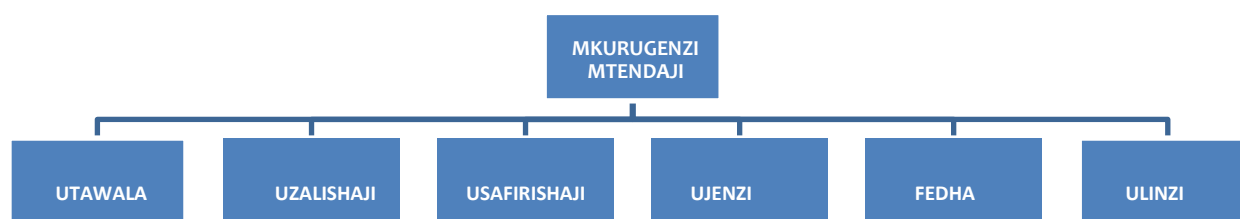
Fides Tanzania Ltd organizational chart typically illustrates relations between people within an organization. Such relations include Managing Director to Managers, Managers to Senior Supervisors to the level of normal workers.

PLEASE SEE APPENDIX 4 at the end of this book for the pictorial layout of The Organisational Chart.

Departmental Organisation

All businesses, no matter what the size, need some sort of organizational structure to operate properly. Businesses without a set organizational structure have problems implementing company policies and operating at efficient production levels. Whether a company is selling or manufacturing, certain departments are key to basic operations. And Fides Tanzania Ltd is not an exception. It is divided into 6 departments, specialising in a special roles within the organisation. Each department is under the designated Departmental Manager.

Below is the brief explanation of each of our six departments.



1.1.6.1 ADMINISTRATION DEPARTMENT

An **administration department** is responsible for providing **administrative** aid to other five departments of Fides Tanzania. The goal of the **administration department** is to keep all **departments** within a Fides Tanzania Ltd operating at maximum capacity.

Administration Department comprises notably of Managing Director, Human Resources, IT, Operations and Quality Assurance. Administration department is backbone of an organization. Administration Department is the link between an organization's various departments and ensures the smooth flow of information from one part to the other. Thus without an effective administration, an organization would not run professionally and smoothly.

1.1.6.2 PRODUCTION DEPARTMENT

Production is the functional area responsible for turning inputs into finished outputs through a series of **production** processes. The **Production Department** Managers are responsible for making sure that raw materials, in our case plants are provided and made into finished goods (cuttings) effectively.

Production Department is having three main divisions run by Managers.

1. **Harvest Manager** who is mainly dealing with harvesting processes and supervising the harvesting teams. He/She reports to Operations Manager.
2. **Cultivation Manager** who is dealing with land preparation and crop protection – watering, spraying, irrigation and fertigation. He/She reports to Managing Director
3. **Elite Manager/Elite Incharge** is responsible for the Elite Greenhouses day to day activities. He/She reports to Operations Manager.

Each Manager is having Senior Supervisor(s) under him/her to support the manager in his/her daily production and cultivation activities, except for the Elite Manager/**Elite Incharge** who is having a Supervisor only under her.

3 TECHNICAL DEPARTMENT

The Technical Department of Fides Tanzania Ltd functions as a nucleus of specialist like Masons, electrician, carpenter, mechanic and plumber to ensure that the Fides Tanzania's machineries, buildings and surroundings and other equipments are optimally maintained for undertaking daily operations to fulfill the planned obligations. The Technical Department also strives to enhance the performance of various farm machineries and equipment by following the planned maintenance and services, on timely and efficient manner.

The Technical Department is headed by Technical Manager and assisted by Technical Senior

Supervisor as well as two Supervisors.

4. FINANCE DEPARTMENT

Finance Department of Fides Tanzania Ltd is the part of an organization that manages money. The business functions of a **finance department** typically include planning, organizing, auditing, accounting for and controlling its company's finances. The **finance department** also produces the company's **financial** statements and reports.

The **finance** department handles the bookkeeping for a business during the fiscal year. All revenue, expenses and company equity are tracked by the **finance** department and reported to the Tanzania Revenue Authority at the end of the company's fiscal year. The **finance** department also tracks accounts payable so that all clients are paid for services or products. Accountants typically prepare income statements, cash flow statements, general ledgers and balance sheets for the company.

Finance Department department also assists HR Department with monthly payroll preparation.

Stores Section falls also under Finance department, with the basic functions of receiving the incoming materials (Receiving), keep them for as long as they are not required for use (Custody) and then to move them out of stores for use (Issue).

The basic responsibilities of stores are to act as custodian and controlling agent for parts, supplies, and materials, and to provide service to users of those goods.

The objective is to efficiently and economically provide the right materials at the time when it is required and in the condition in which it is required. Stores Section is under the two Storekeepers, who reports to Financial Controller.

Storekeepers are also responsible for purchases. **Purchasing function**, in a business environment, is one of the most critical functions as it provides the input for the organisation to convert into output. Materials are lifeblood of industry. They must be available at the proper time, in the proper quantity, at the proper place, and the proper price.

Finance Department is headed by Financial Controller assisted by 3 Account assistants and 2 Storekeepers.

5. SECURITY DEPARTMENT

Fides Tanzania Ltd's Security Department has responsibility for the effective management of all aspects of physical security of the building and grounds and the protection of company assets against loss or damage. Security Guards are responsible for the efficient and effective management of all aspects of physical security on a 24 hours x 7 days basis.

They are also responsible in providing a professional interface with the workers, ensuring that the necessary protections are in place at all times. They have to provide assurances to the Management of the integrity of the corporate security systems and procedures in accordance with overall government and business requirements. They are also responsible for the gate procedures for both staff and guest – both at entry and exit.

The Security department is headed by Chief Security Officer with two assistant under him.

6. EXPORT DEPARTMENT

The main purpose of Export Department is to make sure that our customers in Europe, Asia and America get the cuttings precisely according to their orders. The accuracy in terms of variety, size, number as well as product information is essential to this department.

Export Department oversees and regulates the process of receiving harvested cuttings from the field and register them by scanning the barcoded labels. The next step is to allocate them to the designated location in the coolstore, ready for properly parking in the boxes ready for transportation to the airport using our truck. They also make sure that the flight booking for the cuttings and all necessary shipping documents are in place.

Export Department is under the Export Manager, assisted by two Export Officers.

15.1 INTRODUCTORY STATEMENT FROM MANAGING DIRECTOR

Thank you for joining Fides Tanzania Ltd we hope that you agree that you have a great contribution to make to our company and that you will find your employment at Fides Tanzania Ltd a rewarding experience. We look forward to the opportunity to work with you to create a more successful company. We also want you to feel that your employment with Fides Tanzania Ltd will be mutually beneficial and gratifying one to you and to Fides Tanzania Ltd.

You have joined an organization that has established an outstanding reputation for quality products and valuing its staff. Credit for this goes to everyone in the organization. We hope that you will find satisfaction and take pride in your work here. You will be expected to contribute your talents and energies to further improve the quality of output.

This Handbook is designed to acquaint you with Fides Tanzania Ltd and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. This Handbook is not a contract and is not intended to create any contractual or legal obligations. You should read, understand, and comply with all provisions of the Handbook. It describes many of your responsibilities as an employee and outlines the programs developed by Fides Tanzania Ltd to benefit employees. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

No Handbook can anticipate every circumstance or question about policy. Fides Tanzania Ltd continues to grow, the need may arise and Fides Tanzania Ltd reserves the right to revise, supplement, or rescind any policies or portion of the Handbook from time to time as it deems appropriate, in its sole and absolute discretion.

I extend to you my personal best wishes for your success and happiness at Fides Tanzania Ltd.

2. THE EMPLOYMENT

2.1 NATURE OF EMPLOYMENT

Employment with Fides Tanzania Ltd is voluntarily entered into, and that the employee is free to resign any time, by giving 28 days notice or in shorter time by making a payment of 1 month salary. Similarly, Fides Tanzania Ltd may terminate the employment relationship at any time, with or without notice, so long as there is no violation of applicable Labour Laws. But it should be remembered that employment will NOT be offered to the people under the age of eighteen (18).

Policies set forth in this Handbook are not intended to create a contract, nor are they to be construed to constitute contractual obligations of any kind or a contract of employment between Fides Tanzania Ltd and any of its employees. The provisions of the Handbook have been developed at the discretion of management and, may be amended or cancelled at any time, at Fides Tanzania Ltd's sole discretion.

These provisions supersede all existing policies and practices and may not be amended or added to without the express approval of the Managing Director of Fides Tanzania Ltd.

2.2 EMPLOYEE RELATIONS

Fides Tanzania Ltd believes that the work conditions, wages, and benefits it offers to its employees are competitive with those offered by other employers in this area and in this industry. If employees have concerns about work conditions or compensation, they are strongly encouraged to voice these concerns openly and directly to their supervisors.

Our experience has shown that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive. We believe that Fides Tanzania Ltd amply demonstrates its commitment to employees by responding effectively to employee concerns.

The official language that will be used within the company will be English. This is required as Fides Tanzania Ltd is an international company. However official documents will be translated into Kiswahili for the better understanding of the majority. Every employee will be provided with valid, signed and stamped Fides Staff Identity Card. Every staff is obliged to carry his ID at all times, within or out of the premises. The management will check from time to time if every worker is having the ID.

2.3 EQUAL EMPLOYMENT OPPORTUNITY

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at Fides Tanzania Ltd will be based on merit, qualifications, and the needs of the company.

Fides Tanzania Ltd does not unlawfully discriminate in employment opportunities or practices on the basis of race, color, sex, age, disability, ancestry, medical conditions, nationality, tribe or place of origin, national extraction, social origin, political opinion or religion, gender, pregnancy, marital status or family responsibility, HIV/AIDS, station of life or any other basis prohibited by law.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor or the Human Resources Department. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Every employee shall have the right:

- To form and join a trade union
- To participate in the lawful activities of a trade union as per proper arrangement

As per what is stated in the Tanzanian Labor Law each individual employee has the right to choose whether or not to join a Union. He or she is also free to choose a Union of his or her own choice.

2.4 BUSINESS ETHICS AND CONDUCT

The successful business operation and reputation of Fides Tanzania Ltd are built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and the adherence to all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of Fides Tanzania Ltd is dependent upon our customers' trust and we are dedicated to preserving that trust. Employees owe a duty to Fides Tanzania Ltd, to act in a way that will merit the continued trust and confidence of the public.

Fides Tanzania Ltd will comply with all applicable laws and regulations and expects its management and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, will guide you with respect to lines of acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with your immediate supervisor and, if necessary, with the Human Resources Department for advice and consultation.

Compliance with this policy of business ethics and conduct is the responsibility of every Fides Tanzania Ltd employee. Disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action, up to and including possible termination of employment.

2.5 PERSONAL RELATIONSHIPS IN THE WORKPLACE

The employment of relatives or individuals involved in a dating relationship in the same area of an organization may cause serious conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can be carried over into day-to-day working relationships.

For purposes of this policy, relatives are any persons who are related to each other by blood or marriage or whose relationship is similar to that of persons who are related by blood or marriage. A dating relationship is defined as a relationship that may be reasonably expected to lead to the formation of a consensual “romantic” or sexual relationship. This policy applies to all employees without regard to the gender or sexual orientation of the individuals involved.

Relatives of current employees may not occupy a position that will be working directly for or supervising their relative except as required by law. Individuals involved in a dating relationship with a current employee may also not occupy a position that will be working directly for or supervising the employee with whom they are involved in a dating relationship. Fides Tanzania Ltd also reserves the right to take prompt action if an actual or potential conflict of interest arises involving relatives or individuals involved in a dating relationship who occupy positions at any level (higher or lower) in the same line of authority that may affect the review of employment decisions.

If a relative relationship or dating relationship is established after employment between employees who are in a reporting situation described above, it is the responsibility and obligation of the supervisor involved in the relationship to disclose the existence of the relationship to management.

In other cases where a conflict or the potential for conflict arises because of the relationship between employees, even if there is no line of authority or reporting involved, the employees may be separated by reassignment or terminated from employment. Employees in a close personal relationship should refrain from public workplace displays of affection or excessive personal conversation.

2.6 CONFLICTS OF INTEREST

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which Fides Tanzania Ltd wishes the business to operate. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the Human Resources Department for more information or questions about conflicts of interest.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of Fides Tanzania Ltd's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if employees have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to an officer of Fides Tanzania Ltd as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which Fides Tanzania Ltd does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving Fides Tanzania Ltd.

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2.7 NON-DISCLOSURE

The protection of confidential business information and trade secrets is vital to the interests and the success of Fides Tanzania Ltd. Such confidential information includes, but is not limited to, the following examples:

- | | |
|-------------------------------|---------------------------------------|
| • acquisitions | • new materials research |
| • compensation data | • partnerships |
| • computer processes | • pending projects and proposals |
| • computer programs and codes | • proprietary production processes |
| • customer lists | • research and development strategies |
| • customer preferences | • scientific data |
| • financial information | • scientific formulae |
| • investments | • scientific prototypes |
| • labor relations strategies | • technological data |
| • marketing strategies | • technological prototypes |

All employees may be required to sign a non-disclosure agreement as a condition of employment. Employees who improperly use or disclose trade secrets or confidential business information will be subject to disciplinary action, up to and including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

2.8 EMPLOYMENT APPLICATIONS

Fides Tanzania Ltd relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

2.9 RECRUITMENT POLICY

Fides Tanzania Ltd provides employees an opportunity to indicate their interest in open positions and advance within the organization according to their skills and experience. In general, notices of all regular, full-time job openings are posted, although Fides Tanzania Ltd reserves its discretionary right to not post a particular opening.

Job openings will be posted on the employee notice board at canteen and/or advertising in the e-mail system, and normally remain open for about 15 days. Each job posting notice will include the dates of the posting period, job title, department, location, education level, job summary, essential duties, and qualifications (required skills and abilities).

To be eligible to apply for a posted job, employees must have performed competently for at least 90 calendar days in their current position. Employees who have a written warning in their personal file, or are on probation or suspension are not eligible to apply for posted jobs. Eligible employees can only apply for those posted jobs for which they possess the required skills, competencies and qualifications.

To apply for an open position, employees should submit a job posting application to:

**The Managing Director
Fides Tanzania Ltd
P.O. Box 1304 Arusha,
Tanzania.**

Or

Send an email to:

HR.FT@DummenOrange.com

Or

Physically submit your application letter to **Human Resources Office.**

Please state clearly job-related skills and accomplishments. It should also describe how your current

experience with Fides Tanzania Ltd and prior work experience and/or education qualifies them for the position.

Fides Tanzania Ltd recognizes the benefit of developmental experiences and encourages employees to talk with their supervisors about their career plans. Supervisors are encouraged to support employees' efforts to gain experience and advance within the organization.

An applicant's supervisor may be contacted to verify performance, skills, and attendance. Any staffing limitations or other circumstances that might affect a prospective transfer may also be discussed.

Job posting is a way to inform employees of openings and to identify qualified and interested applicants who might not otherwise be known to the hiring manager. Other external recruiting sources may also be used to fill open positions in the best interest of the organization.

Fides Tanzania Ltd also encourages employees to identify friends or acquaintances that are interested in employment opportunities and refer qualified outside applicants for posted jobs. Employees should obtain permission from the individual before making a referral, share their knowledge of the organization, and not make commitments or oral promises of employment.

2.10 CHILD LABOUR

Child labour refers to the employment of **children** in any work that deprives **children** of their childhood, interferes with their ability to attend regular school, and that is mentally, physically, socially or morally dangerous and harmful. This practice is considered exploitative by many international organisations. Tanzanian Laws recognise Child as any person under the age of 18 years old.

Fides Tanzania Ltd does not employ any person below the age of eighteen years at the workplace. Fides Tanzania Ltd prohibits the use of child labour and forced or compulsory labour at all its units. No employee is made to work against his/her will or work as bonded/forced labour, or subject to corporal punishment or coercion of any type related to work.

There is zero tolerance policy towards its breach. Employment contracts and other records, documenting all relevant details of the employees, including age, are maintained at all units and are open to verification by any authorised personnel or relevant statutory body.

3. EMPLOYMENT STATUS AND RECORDS

3.1 EMPLOYMENT CATEGORIES

It is the intent of Fides Tanzania Ltd to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. Accordingly, the right to terminate the

employment relationship at any time is retained by both the employee and Fides Tanzania Ltd.

Each employee is designated as either on Permanent Contract or on Specific Task Contract.

In addition to the above types of contracts offered by Fides Tanzania Ltd, each employee will belong to one other employment category:

1. **Permanent employees** are those who are not in a temporary or introductory status and who are regularly scheduled to work Fides Tanzania Ltd's full-time schedule. Generally, they are eligible for Fides Tanzania Ltd's benefit package, subject to the terms, conditions, and limitations of each benefit program.
2. **Temporary employees** are those who are hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees receive all legally mandated benefits (e.g. NSSF), they are ineligible for some of Fides Tanzania Ltd's benefit programs.
3. **Introductory/probationary** (which falls under temporary employment) employees are those whose performance is being evaluated to determine whether further employment in a specific position or with Fides Tanzania Ltd is appropriate. Employees who satisfactorily complete the introductory period will be notified of their new employment classification. Usually this period ranges from 3 up to 6 months. In rare cases this can be extended up to the maximum of 1 year.

3.2 PROBATION/INTRODUCTORY PERIOD

The introductory period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. Fides Tanzania Ltd uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or Fides Tanzania Ltd may end the employment relationship by giving an advance notice.

All new and rehired employees work on an introductory basis for the first 3 to 6 calendar months after their date of hire. Any significant absence will automatically extend an introductory period by the length of the absence. If Fides Tanzania Ltd determines that the designated introductory period does not allow sufficient time to thoroughly evaluate the employee's performance, the introductory period may be extended for a specified period to the maximum of one year.

3.3 ACCESS TO PERSONNEL FILES

Fides Tanzania Ltd maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, résumé, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of Fides Tanzania Ltd and access to the information they contain is restricted. Generally, only management personnel of Fides Tanzania Ltd who have a legitimate reason to review information in a file are allowed to do so.

Employees who wish to review their own file should contact the Human Resources Department. With reasonable advance notice, employees may review their own personnel files in Fides Tanzania Ltd offices and in the presence of an individual appointed by Fides Tanzania Ltd to maintain the files.

3.4 PERSONNEL DATA CHANGES

It is the responsibility of each employee to promptly notify Fides Tanzania Ltd of any changes in personal data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personal data has changed, notify the Human Resources Department.

3.5 PERFORMANCE EVALUATION

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. A formal written performance evaluation will be conducted following an employee's introductory period. Additional formal performance evaluations are conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

An annual performance review involves a formal discussion about an employee's development and performance (appraisal meetings). The review is a planning process. It involves setting a plan of action for the next period and reviewing what has been achieved in the last period.

The factors discussed can include work conduct, key performance indicators, work plans, roles and responsibilities, position descriptions, training/learning, and financial and non- financial compensation.

Fides Tanzania Ltd conducts performance reviews at least once per year. Unless there is a need for more or for those employees in probation.

This is a two-way process, between a reviewer and reviewee. These reviews would be reviewed by at least one level of higher management. Sometimes systems use multiple 'raters', particularly 360 degree systems where managers, subordinates, colleagues and co- workers provide input to the review process.

Fides Tanzania Ltd uses both paper based systems, as well as computer based systems.

There are a number of potential benefits of organizational performance management conducting formal performance appraisals (PAs). There has been a general consensus in the belief that PAs lead to positive implications of organizations. Furthermore, PAs can benefit an organization's effectiveness. One way is PAs can often lead to giving individual workers feedback about their job performance. From this may spawn several potential benefits such as the individual workers becoming more productive.

3.6 JOB DESCRIPTIONS

Fides Tanzania Ltd maintains job descriptions to aid in orienting new employees to their jobs, identifying the requirements of each position, establishing hiring criteria and setting standards for employee performance evaluations.

The Human Resources Department prepares job descriptions when new positions are created. Existing job descriptions are also reviewed and revised in order to ensure that they are up to date. Job descriptions may also be rewritten periodically to reflect any changes in position duties and responsibilities. All employees will be expected to help ensure that their job descriptions are accurate and current, reflecting the work being done.

Employees should remember that job descriptions do not necessarily cover every task or duty that might be assigned, and that additional responsibilities may be assigned as necessary. Contact the Human Resources Department if you have any questions or concerns about your job description.

3.7 PROMOTIONS AND INTERNAL TRANSFERS

There are two types of promotions and transfers at Fides Tanzania Ltd: internal and interdepartmental. An internal promotion is a move to a position of a higher grade level within the same department or work unit. An interdepartmental promotion is a move to a position of a higher grade level in another department or work unit.

Fides Tanzania Ltd encourages its employees to take advantage of professional development and advancement opportunities by considering transfer or promotion opportunities. Those seeking transfer or promotion should bear in mind that a transfer entails some personal risk because once transferred, the employee relinquishes all rights to his or her previous position. An interdepartmental transfer or promotion also requires an employee to serve a ninety (90) calendar day probationary period, which does not affect access to benefit eligibility. Therefore, sufficient thought should be given to career goals and to building a record of loyalty and longevity before requesting a transfer.

An employee must satisfactorily complete one year of continuous service before requesting a transfer except in unusual circumstances. Employees receiving any written warnings within the past 12 months, unsatisfactory performance evaluations or who are on disciplinary probation may not be

eligible for transfer or promotion.

Transfer applications are reviewed by the Human Resources Manager as well as releasing and receiving Managers.

Fides Tanzania Ltd recognizes that employee motivation, productivity, and retention are dependent upon people working in jobs that are well suited to their interests and therefore provide opportunities for career development. In addition to advancement within an employee's current department or division, employees may wish to pursue opportunities elsewhere within Fides Tanzania Ltd. Career moves should be carefully planned and will depend upon the employee's successful performance and demonstrated success in creating a solid and stable work history.

Managers are encouraged to be supportive of employees who have the desire to enhance their skills or develop new competencies. They should be prepared to assist the employee in investigating opportunities.

Fides Tanzania Ltd employee is eligible to apply for an open position if he or she:

- Has been in his or her current position for at least twelve (12) months;
- Has successfully completed the initial probationary period of six (6) months as a new Fides Tanzania Ltd employee or the ninety (90) day probationary period, if the employee has previously transferred to their current role;
- Has not received a written warning, suspension or imposed probation within the past 12 months;
- Meets or exceeds the minimum qualifications or requirements that are listed in the job posting.

Satisfactory work performance during an employee's time with Fides Tanzania Ltd is a condition of transfer and hiring managers are authorized to contact previous or current managers as references. In all cases, the employee's work record including, but not limited to, performance, attendance, and behavior will be used as valid criteria for determining suitability for a position.

Details on transfers and promotions are found also found on SOP No. 7.5 Internal Transfer.

3.8 RESIGNATION

Resignation is a voluntary act initiated by the employee to terminate employment with Fides Tanzania Ltd.

Fides Tanzania Ltd as per Labour Laws requests 28 written notice of resignation from permanent employees and at least 7 days for temporary employees.

Prior to an employee's departure, an exit interview will be scheduled to discuss the reasons for resignation and the effect of the resignation on benefits.

3.9 TERMINATION OF CONTRACT OF EMPLOYMENT

Termination of Contract of employment is an inevitable part of personnel activity within any organization and many of the reasons for termination are routine. The termination of employment contract can be initiated by either party, employer or employee. Below are examples of some of the most common circumstances under which employment is terminated:

1. **Resignation**—voluntary employment termination initiated by an employee.
2. **Discharge/Termination**—involuntary employment termination initiated by the organization.
3. **Layoff/Retrenchment** - involuntary employment termination initiated by the organization because of an organizational change.
4. **Retirement**—voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.
5. **Desertion/Abscondment** - refer to cases where an employee stays away from work for a longer period, but with the clear intention not to continue with employment, this intention being evident from the employee's conduct or communications. Being away from work without permission or information will amount to automatic termination.

Fides Tanzania Ltd will generally schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to Fides Tanzania Ltd, or return of Fides Tanzania Ltd - owned property. Suggestions, complaints, and questions can also be voiced.

Nothing in this policy is intended to change the company's employment policy. Since employment with Fides Tanzania Ltd is based on mutual consent, both the employee and Fides Tanzania Ltd have the right to terminate employment by giving a notice of 28 days. Employees will receive their final pay in accordance with applicable Labour Laws.

Employee benefits will be affected by employment termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid.

4. LEAVES AND HOLIDAYS

4.1 ANNUAL LEAVE

Annual leave with pay is available to eligible employees to provide opportunities for rest, relaxation,

and personal pursuits. Permanent Employees are eligible to get annual leave as long as they have completed one calendar year.

To take annual leave, employees should request in advance leave approval from their supervisors/managers. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

Annual leave is paid at the employee's base pay rate at the time of leave. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, etc.

As stated above, employees are encouraged to use available paid annual leave time for rest, relaxation, and personal pursuits. All annual leave days should be taken within a leave cycle. Upon termination of employment, employees will be paid for unused annual leave days that has been earned through the last day of work.

4.2 WEDDING LEAVE

To acknowledge the time required for the preparation of employees own wedding ceremony, Fides Tanzania Ltd allows staff "special leave", in the year of marriage ceremony, of a maximum of 4 days.

Staff wishing to avail of this leave should apply in writing to HR department as early as possible.

This is a paid marriage leave and will not be part of any other leave. Further off days may be requested in addition to those four days, but these days will be deducted from annual leave. Applications should be made in advance in writing through your line manager to Human Resources Department.

4.3 MATERNITY LEAVE

Maternity Leave: - Fides Tanzania Ltd respects the rights of maternity leave to the expecting mothers.

After maternity leave an employee will resume employment on the same terms and conditions of employment at the end of her maternity leave.

Fides Tanzania Ltd employee shall be entitled, within any leave cycle (per thirty six (36) calendar months employment cycle), 89days of Paid Maternity Leave; or 105days Paid Maternity Leave if the employee gives birth to more than one child at the same time. This is as per Labour Laws. Please note that these days may slightly vary due to Collective Bargain Agreement. Fides Tanzania Ltd provides paid maternity leave to an employee in total of four (4) terms only.

Fides Tanzania Ltd Policies on Maternity Leave:

1. Disclosure; the employee has the obligation to inform the management about the pregnancy as soon as possible but not later than the third month.
2. The employee should give the company in writing (by giving the copy of Clinic Card) the expected delivery date, confirmed by a certified medical practitioner. Dishonesty about this date will result in disciplinary action and adjustment of the amount of maternity leave days. The company will calculate four (4) weeks prior to the delivery date as commencement of the maternity leave date.
3. Maternity leave can start earliest six (6) weeks prior the calculated delivery date but no later than four (4) weeks before the expected delivery date.
4. Prior to the commencement of the maternity leave the employee should clear all issue with the company and make sure that the date of return to work is established.
5. The employee should inform the company in writing with attached proof (Clinic Card) of the day of delivery.
6. The employee should resume work after maternity leave on the given date agreed on prior to the start of maternity leave. Failure will be reprimanded as per the disciplinary code on absenteeism.
7. After returning from Maternity leave the employee is entitled to afternoons (2 hours) off when breastfeeding the baby for the period of 2 months.
8. Fides Tanzania Ltd does not allow an employee to work within six weeks of the birth of her child, unless a medical practitioner certifies that she is fit to do so.
9. After maternity leave an employee will resume employment on the same terms and conditions of employment at the end of her maternity leave.

Breast-Feeding: Where an employee is breast-feeding a child, the Fides Tanzania Ltd will allow an employee to feed the child during working hours up to a maximum of two and half hours per day for the period of two (2.5) months, while paid in full. Please note that these hours may slightly vary due to Collective Bargain Agreement.

4.4 PATERNITY LEAVE

During any leave cycle, Fides Tanzania Ltd will grant to an employee 4 days paid paternity leave irrespective of how many of the employee's children are born within the leave cycle; under the following conditions:

- a. The leave is taken within 7 days of the birth of a child; and
- b. The employee is the biological father of the child;
- c. Reasonable proof (Clinic Card) is given to the Human Resources Department

Please note that the total number of days may slightly vary due to Collective Bargain Agreement.

4.5 SICK LEAVE

Fides Tanzania Ltd provides paid sick leave benefits to all eligible employees for periods of

temporary absence due to illnesses or injuries. Eligible employee classification(s):

- Permanent Contract Employees

In case of sickness eligible (with the proof from The Medical Doctor from recognized Hospital) employees will accrue sick leave of 70 days with full salary payment and another 70 days with half salary. These days may be modified as per CBA.

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their workday if possible. The direct supervisor must also be contacted on each additional day of absence. If an employee is absent due to illness or injury, the company will require a Doctor's statement verifying the illness or injury and its beginning and expected ending dates. Such verification will be requested for other sick leave absences as well and will be required as a condition to receiving sick leave benefits.

Sick leave salary will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions or bonuses.

Sick leave benefits are intended solely to provide income protection in the event of illness or injury, and may not be used for any other absence.

4.6 COMPASSIONATE LEAVE

Employees who wish to take time off due to the death of an immediate family member (the death of the employee's child, spouse, parent, grandparent, grandchild or sibling) should notify their supervisor immediately.

Up to **four days** of paid bereavement leave will be provided to Permanent employees.

Bereavement pay is calculated based on the base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions or bonuses.

Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. Employees may, with their supervisors' approval, use any available paid leave for additional time off as necessary. On the reporting day Employee should show the copy of Death Certificate as a proof.

Labour Laws of Tanzania defines "immediate family" as the employee's spouse, parent, child, sibling, grandparent or grandchild.

4.7 PUBLIC HOLIDAYS

Fides Tanzania Ltd will grant holiday time off to all employees on the holidays listed below, but

sometimes we are forced to work on some Public Holidays due to the nature of our business, in that case employees are entitled to the double pay for hours worked on that particular holiday:

- | | |
|---|--|
| 1. New Year's Day (January 1) | 10. Sabasaba (Industry's Day) July 7 |
| 2. Zanzibar Revolution Day (January 12) | 11. Nanenane (Farmer's Day) August 8 |
| 3. Maulid | 12. Eid al Fitr (Ramadhan) |
| 4. Good Friday | 13. Nyerere Day (October 14) |
| 5. Easter Day | 14. Eid al Haj |
| 6. Easter Monday | 15. Independence and Republic Day (December 9) |
| 7. Karume Day (April 7) | 16. Christmas Day (December 25) |
| 8. Union Day (April 26) | 17. Boxing Day (December 26) |
| 9. Labour Day (May 1) | |

Holiday pay will be calculated based on the employee's basic pay hourly rate (as of the date of the holiday) times the number of hours worked on that day. Eligible employee classification(s):

- Permanent Employees
- Temporary Employees (if worked on Holidays)

5. **EMPLOYEE BENEFITS PROGRAM**

5.1 **EMPLOYEE BENEFITS**

Eligible employees at Fides Tanzania Ltd are provided a wide range of benefits. A number of the programs cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification. Your supervisor can identify the programs for which you are eligible. Details of many of these programs can be found elsewhere in the employee handbook.

5.2 **HEALTH INSURANCE**

Fides Tanzania Ltd provides Medical insurance program under Jubilee Insurance Company at no cost to eligible employees. This program covers any injury or illness that requires medical, surgical, or hospital treatment. The eligible employees to this service are from the level of Managers down to the level of Supervisors to the agreed limit per year.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

Neither Fides Tanzania Ltd nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any

off-duty recreational, social, or athletic activity sponsored or not sponsored by Fides Tanzania Ltd.

5.3 HEALTH/MEDICAL SERVICES

Fides Tanzania Ltd's health plan provides employees access to medical benefits. Employees in the following employment classification(s) are eligible to participate in the health services plan:

- Fides Tanzania Employees

Eligible employees participate in the health plan, subject to all terms and conditions of the agreement between Fides Tanzania Ltd and the provider of this service.

The company is offering the **basic/primary medical services** being: Consultation, First treatment, Laboratory and Medicines, as well as Ultra sound and x-ray whenever necessary.

When the sickness extends to secondary medical services the company upon an individual (employee) consideration can contribute to the maximum of Tshs 500,000/= above the primary costs and this has to be discussed and get an authorization from the Managing Director.

However, these charges can be paid at the Management's discretion

Secondary medical service can be: specialist or facility upon referral, more specialized knowledge, skill, or equipment above the primary care e.g. Surgical Procedures, CT Scan, etc.

Proved irresponsible behavior that will lead to accidents or injuries outside the company premises will not be part of Fides (T) Ltd Medical Services.

The amount exceeding 500,000/= can be paid by the company as loan upon agreement of repaying.

The employee will repay the medical loan as agreed in written in the following suggested ways:-

1. SACCOS loan/shares
2. Company Loan
3. By cash from other sources

5.4 WORK RELATED INJURIES

Fides Tanzania Ltd strives to provide a safe and secure working environment for all employees. However, when a work related injury or illness occurs (i.e. injuries and illnesses that arise out of, or are incurred in the course of job related activities on behalf of Fides Tanzania Ltd), It shall provide appropriate medical care and treatment to the injured worker through its. This will be in accordance with Government's Workers Compensation program.

Fides Tanzania Ltd help the employees with the treatment that covers any work related injury or illness sustained in the course of employment that requires medical or hospital treatment.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. And the supervisor should without delay inform our trained First Aiders and OHS Team. The OHS team will take photos and fill OSHA accident reporting form and report it to HR department for further action. **No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.**

5.5 WORKERS COMPENSATION

Workers Compensation is a form of insurance providing wage replacement and medical benefits to employees injured in the course of employment. Every month Fides Tanzania Ltd contribute 1% of its total payroll to Government run Workers Compensation Fund, which was formed under The Workers Compensation Act of 2008.

The Workers' Compensation Act 2008 provides for the establishment, control, and administration of a Workers' Compensation Fund and for the legal framework governing contributions to and disbursements from the Fund. The Workers Compensation Fund (The Fund) is established under Section 5 of the Act. The objective of the Fund is to handle, inquire and adjudicate matters concerning accidents, deaths and occupational diseases of employees during the course of employment. The Fund also assesses the compensation appropriate to the employee or dependents of the deceased employee.

Both employee and employer needs to maintain a proper records in place to enable an employee to qualify for this benefit.

Where an accident is attributed to a serious misconduct by an employee, compensation is only payable if the accident results in permanent and total disablement or if the employee dies and leaves dependents.

The Fund offers the following benefits to employees; medical aid, rehabilitation benefits, compensation for temporary and permanent disablement, dependents and funeral grants. Assessment of the benefits and duration is in accordance to the law and discretion of the Director General of The Fund.

5.6 BENEVOLENCE (DEATH & BURIALS) BENEFITS

- In case of death of an employee who was in Permanent Contact bases, Fides Tanzania Ltd shall contribute Tshs 1,500,000/= as condolences, this amount will also assist to transport the body to the burial place, linen and coffin.

- In case of Death of a dependent registered in the Employee's bio data form been (spouse, child or parent), the employer shall contribute Tshs 400,000/= as condolences to the Employee. Provided the employee provides a Death Certificate as proof of death.
- However, in all cases Fides Tanzania's company will increase in the above-mentioned standard depending on the time and service of the employee for the company and other employment records.

A Death Certificate must be presented to the Human Resources Manager as a proof.

5.7 LONG SERVICE BENEFITS

Fides Tanzania Ltd recognizes the efforts of its employees and will reward all its employees who have served the company diligently after a period of at least 10 (Ten) years of service by paying an extra Five (5) days per each year worked at the end of contract normally called Gratuity. However this Gratuity will be at management's discretion, and also to be legible, one must be leaving the company in good faith.

This benefit will only be available if the departing employee is not entitled to one of the following benefits:

- a) Retirement Benefits
- b) Gold Member Benefits

Long service benefit will be calculated as per the following way:

Basic Salary divide by 30 (average days per month) times 5 days times number of years worked. In Short: **(Basic Salary ÷ 30) x (5 days x number of years worked)**

The maximum amount for this benefit will be **Tshs 2,000,000/=**

Please Note: If an employee qualifies for this benefit, then he/she will no longer be eligible to get Retirement Benefits, and vice versa.

5.8 GOLD MEMBERS

Fides Tanzania Ltd recognizes and value that some of the workers who have been here since it opens its door for the first time on 1st of December 2005. In respect to that, Fides Tanzania Ltd has decided to give you the special package of benefits as follows:

- a) On **mature age retirement** Fides Tanzania will offer to these workers package of **Tshs 2,000,000** to appreciate their services.
- b) In case for any reason, Fides Tanzania decided to **retrench** these workers, they will be

offered **Tshs 1,000,000** (this applies only to retrenchment only and not disciplinary termination).

c) In case their employment ended due to serious sickness, they will be given **1 Full**

Monthly Salary extra.

d) In case of **Resignation** of any nature and the proper ways have been followed eg notice has been given on time; the employee will be given **1 Full Monthly Salary extra.**

e) In case of **disciplinary termination**, they will **NOT** get this special package at all.

f) In case they disappear without notice, they will **NO LONGER** be eligible to claim this benefit.

5.9 TRADE UNION

Trade Union is an organization of workers who have come together to achieve common goals such as protecting the integrity of its trade, improving safety standards, achieving higher pay and benefits such as health care and retirement, increasing the number of employees an employer assigns to complete the work, and better working conditions.

As per Labour Laws, every employee have the right of association, therefore Fides Tanzania Ltd employee have the right to join TPAWU or to end his/her membership at any time as they wish, with or without any reasons.

As to our sector we fall under Tanzania Plantation and Agricultural Workers Union (TPAWU). TPAWU, through its leadership, bargains with the employer on behalf of union members and negotiates labour contracts (collective bargaining) with employers. The most common purpose of these associations or unions is "maintaining or improving the conditions of their employment". This may include the negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies.

The agreements negotiated by a union is binding both members- employees and the employer and in some cases to other non-member- employees. Trade unions have a constitution which explains the governance of their bargaining unit and also have governance at various levels up to national level.

TPAWU is an affiliate of TUCTA, the Trade Union Congress of Tanzania (TUCTA) which was founded in the year 2000, as a new umbrella organization for the trade unions in Tanzania.

5.10 WORKERS COMMITTEE

A Workers' Committee is essentially a committee created and elected by the workers to represent themselves in discussions/ negotiations with members of management. A worker's committee therefore consists entirely of employees and does not include any management representatives. Members of Workers Committee are free to discuss such matters as they may wish to debate without interference by management.

In the interests of good order it is desirable that the Worker's Committee should have its own Constitution so that all members of the workers Committee and the employees they represent know

exactly where they stand and what their parameters are.

Obviously, however, the worker's Committee will have to meet members of management from time to time to discuss and to formulate recommendations in.

A workers committee is a committee formed on democratically elected members at a workplace by other employees employed by one employer to represent the category of employees who appointed or elected its members on matters affecting their rights and interests. It does not share these features with any other body of people. In that regard a workers committee is a *sui generis* institution, the formation, rights and obligations of which are matters exclusively governed by specific provisions of a statute concerned with labour matters. It enjoys no rights and bears no obligations of bodies constituted in terms of the law of voluntary associations.

FIDES TANZANIA WORKERS COMMITTEE is Composed

1. CHAIRPERSON
2. SECRETARY
3. MEMBERS

The main functions of Fides Tanzania Ltd Workers Committee are:

- a) To be the voice of the workers towards Management on the issues that affects them
- b) To report back to the workers the feedback from Management concerning their wishes or concerns submitted to the Management
- c) To consult with the employer on matters relating to the maintenances of discipline and the application of the Disciplinary.
- d) To discuss with the employer at regular intervals and at least once every three months, means of promoting efficiency and productivity.
- e) To consider and advise the employer on safety and welfare arrangements for persons employed in the business.
- f) To attend, by a member of Committee nominated by itself for that purpose, all statutory inspections at the place of work by any authority charged by law with the duty to make inspections and report on working conditions.
- g) To consider and advise the employer on any of the employees rules for the place of work.
- h) Generally to assist in the furtherance of good relations between the employer and workers employed at Fides Tanzania Ltd.

5.11 RETIREMENT POLICY

Retirement means employment termination initiated by the employee meeting age requirement stipulated in the Labour Laws of Tanzania. These are classified as follows; voluntary retirement age at 55 years old and statutory retirement age at 60.

Fides Tanzania Ltd is committed to creating a positive and inclusive environment, respecting equality and diversity and encouraging good relations between people of all ages. Fides Tanzania Ltd recognises the valuable contribution made by employees of all ages and will work towards eliminating prejudice and discrimination irrespective of age.

Employees with five (5) or more years of continuous employment who retire from Fides Tanzania Ltd will be paid a retirement allowance equal to ten (10) day's salary for each year of continuous service.

Retirement Plan is entitled to the privileges which are available at the time of retirement. The maximum amount for this benefit will be Tshs 2,000,000/=

Please Note: If an employee qualifies for this benefit, then he/she will no longer be eligible to get Long Service Benefits, and vice versa.

5.12 FIDES TANZANIA STAFF SACCOS

Savings and Credit Cooperative Society (SACCOS) or Peoples Banks are member-owned, not-for-profit cooperatives that provide savings, credit and other financial services to members in Tanzania. SACCOS are registered societies whose principal objects are to encourage thrift among its members and to create a source of credit for its members. These were created under The Cooperative Societies Act of 2013. Fides Tanzania Ltd SACCOS is a society established under applicable laws for cooperatives, whose principal objectives are to encourage thrift (using money carefully and wisely) among its members and to create a source of credit for its members. Fides Tanzania Ltd SACCOS is one type of microfinance institutions (MFIs) in Tanzania.

Fides Tanzania Staff SACCOS is a registered Savings and Credit Co-operative Society whose main objective is to mobilize savings from members and in return provide credit facilities. Other objectives of the Fides Tanzania Staff SACCOS are to encourage thrift among its members by educating the members the advantages of developing a savings behavior, through proper investment best practices aimed at improving the social and economic conditions of the members. Fides Tanzania Staff SACCOS was established in 2007 and being registered officially in 2008, and that time it was having less than 100 members, but now the number of members of Fides Tanzania Staff SACCOS increases and reach up to three quarters of all staff.

Initial capital was contributed by members and the loan from Fides Tanzania Ltd and little from amount The Government of United Republic of Tanzania. Fides Tanzania Staff SACCOS continue generating its capital from loan interest and from member's savings. Many members have made their dreams come true through SACCOS loan.

Fides Tanzania Staff SACCOS office is located within Fides Tanzania Ltd premises.

5.13 COLLECTIVE BARGAIN AGREEMENT

The collective agreement is a contract setting out the terms and conditions of employees in the bargaining unit. Once ratified, it becomes a legally enforceable and binding contract. It normally has a defined term and is subject to re-negotiation on a pre-determined schedule. The agreement usually states whether it will expire at the end of the term, until it is re-negotiated, or whether it will continue in full force and effect until a renewal agreement is reached.

Fides Tanzania Ltd recognises TPAWU as the exclusive bargaining agent for employees within their respective bargaining units as per Labour Laws, and has entered into written collective bargaining agreements with them, as long as both parties meet the needs of the agreement. Fides Tanzania Ltd has thereby accepted the principle of collective determination of conditions of employment, to be exercised in accordance with the principles set forth in the bilateral, contractual agreements to which the Fides Tanzania Ltd is a party. Fides Tanzania Ltd enters into these agreements in good faith, and it is its policy and intent to abide by the letter and the spirit of the agreements. Each manager/supervisor should become acquainted with the provisions of the agreements covering employees in his or her area of responsibility.

6. TIMEKEEPING

6.1 TIMEKEEPING

Accurately recording time worked is the responsibility of every employee. Labour laws require Fides Tanzania Ltd to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

If corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

6.2 GATE PROCEDURES

Because of security and safety reasons we need to know at all times who is present at the farm and what people are carrying out of the farm. Therefore some procedures has to be followed by our Security Guards at the gate, taking into account the rules and regulations of the company. Our aim is to follow up these procedures as quick as possible, without creating unnecessary delays. We ask our Security Guards to be polite at all times and to use their common sense.

This is meant in general for the security personnel appointed to work at the gates. The procedures are supposed to be followed up and all will be supervised by the chief security officer as well as his

assistant. This procedure should be understood by all employees of the company as well as visitors, since it will affect everyone.

For more details of the gate procedures, please read our designated Standard Operating Procedure for this purpose.

Some of the procedures are:

Somebody is considered an employee, when he or she can produce a company ID and thus has the responsibility to clock in when entering and to clock out when leaving the company.

Entering the company:

- Employees will pass through the main gate, when coming to the farm to work.
- Before entering the company he or she should clock in at the Biometric Machine at the gate.
- It is the responsibility of the employee to enter the company premises in time.
- Employees are not allowed to enter in the farm with harmful items or weapons.
- Personal property which is brought into the company should be declared with the gate Security Guards.

Leaving the company:

- Employees will go out of the farm through the main gate after they have been inspected by the gate Security Guards. Male Security Guard inspects men and female Security Guards will inspect the ladies. All employees should co-operate. No exceptions.
- All employees should clock out when leaving the premises after work.
- All the vehicles should be searched.
- In case of overtime; this has to be recorded in the “Overtime Register”. The gate Security Guards have to check whether the hours recorded are correct. Also the reason why overtime had to be made, needs to be recorded.

Leaving the company during working hours:

- Working hours are in between 07:30am and 4:30pm.
- When workers are leaving during working hours he or she should produce a gate pass containing a signature from their immediate superior and one from HRM.
- When office personnel is leaving during working hours for official duty, they should produce a gate pass as well. This gate pass should contain two signatures; one from the MD and one from HRM.
- All employees leaving the farm during working hours should clock out when leaving and clock in on coming back.
- The company pick-ups and the Isuzu truck will have their own logbook for registration. When leaving the company, this logbook has to be filled out by the Security Guards at the gate. Including the mileage out and in on coming back. The logbooks for the pick-ups should be kept at the main gate. The logbook for the Isuzu truck should be kept inside the truck. Whenever leaving any gate the Security Guards has to sign this book.
- It is the responsibility of the person leaving to collect the necessary signatures. The Security Guards at the gate will only receive the gate pass and will eventually take it to the Human Resources

office for further registration.

Material going out:

All material going out of the farm must be accompanied with a material gate pass. This out pass should contain at least two signatures: MD's signature has to be there as well as HRM or Stores manager.

Second gate procedures:

The second gate is not supposed to be used for visitors (suppliers, trucks) or employees. Office personnel using old Moshi road to go to town or coming from town and big trucks are allowed to use this gate. When entering through this gate, only employees should drive to the main gate for a vehicle registration. Visitors should drive straight to the reception or to stores, from where they are being assisted.

Visits to the staff quarters:

- Residence of our staff quarters are free to move from the main gate to their houses at all times.
- If a visitor is expected, the resident of the staff quarter should announce that in advance to the Security Guards at the main gate.
- When the visitor is arriving, guide him or her to the staff quarter.
- When a visitor is arriving unannounced, please first contact the people at the quarters, whether the visitor is expected.

6.3 BIOMETRICS REGISTRATION SYSTEM

Fides Tanzania Ltd uses biometric entry systems at the main gate. These are at the leading edge of entry security. Biometrics is the analysis and application of biological (fingerprint) data, and at our gate entry location we have these finger print recognition devices. Each person's fingerprint is unique and so biometric entry systems offer an unrivalled level of security, enabling us to fully ensure the availability of the time in, time out and attendance records are from these daily gate employees fingerprint registration.

This can help to reduce security breaches, and unauthorized trespassing, make it easier for us to control and monitor who is leaving and entering at what time.

It is very important for every employee to make sure that his/her fingerprint is registered upon the commencement of employment. Failure to properly recording your fingerprint every morning and at the end of the day, may lead to improper registration and proof of your presence on that day, as the result it may affect the payments or it can be regarded as absence.

6.4 WORK DAYS AND HOURS

The normal official workweek for employee payroll begins on Monday and ends on Saturday. Each department determines the work schedule and hours for employees as necessary for its operation. Full time employees work 45 hours per week.

The working hours will be from 07:30am to 04:30pm from Monday to Friday. And for Saturday it is from 07:30am to 12:30pm.

However, work schedules may vary among departments including differing full time, and required overtime, flexible and seasonal schedules to accommodate the operational needs of the department. All employees are expected to work their regular schedule based on standard hours. The time record must accurately reflect any unpaid breaks (i.e. meals) taken during the workday. Adjustments to the assigned schedule cannot be made without prior approval of the Departmental Manager and the Human Resources Manager.

An employee is permitted to work six days in a week and the seventh day must be a resting day.

Employees are paid for the work performed as regulated under applicable Tanzanian Laws and Fides Tanzania policies. Employees are expected to work their regular scheduled shift.

6.5 OVERTIME

As per Labour Laws "overtime" means work over and above ordinary hours of work.

All employees of Fides Tanzania Ltd are eligible for overtime as per labour laws.

Overtime is accrued when an employee works more than 45 hours in any given workweek. The standard workweek is defined as per normal working hours.

All overtime worked must be approved in advance by the Head of Department in communication with Human Resources Manager. This request shall be in writing. Only in exceptional circumstances (e.g. a meeting with a client that runs late, a pressing deadline, etc.) can this request be made at the last minute. The supervisor will evaluate last minute requests on a case-by-case basis. An employee who works overtime without prior supervisory approval may be subject to corrective action.

There is a maximum overtime time must not to exceed 50 hours per month as per requirement of Tanzanian Labour Laws

6.6 MEALS AND BREAK PERIOD

All employees are provided with one-hour meal period each workday. On rare cases Managers may schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for that time. Brief rest period for tea/coffee or juice will be allowed.

6.7 VISITORS IN THE WORKPLACE

To provide for the safety and security of employees and the facilities at Fides Tanzania Ltd, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

All visitors should enter Fides Tanzania Ltd at the main entrance. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors. If an unauthorized individual is observed on Fides Tanzania Ltd.'s premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the main entrance.

6.8 ATTENDANCE AND PUNCTUALITY POLICY

To maintain a safe and productive work environment, Fides Tanzania Ltd expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on Fides Tanzania Ltd. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor or the Human Resources Department as soon as possible in advance of the anticipated tardiness or absence.

Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, up to and including termination of employment.

More detailed information may be found in the attendance Standard Operating Procedure.

Special Bonus is given to those who don't have the cases of late arrivals in the morning, early departures in the afternoon, late reporting to the workplace or resuming back to work after break in the duration of two months.

7. PAYROLL AND SALARY ADMINISTRATION

7.1 SALARY ADMINISTRATION

The salary administration program at Fides Tanzania Ltd was created to achieve consistent pay practices, comply with labour laws, other statutory bodies and offer competitive salaries within our labor market. Because recruiting and retaining talented employees is critical to our success, Fides Tanzania Ltd is committed to paying its employees equitable wages that reflect the requirements and responsibilities of their positions and are comparable to the pay received by similarly situated employees in other organizations in the area.

Compensation for every position is determined by several factors, including job analysis and evaluation, the essential duties and responsibilities of the job, and salary survey data on pay practices of other employers. Fides Tanzania Ltd periodically reviews its salary administration program and restructures it as necessary. Merit-based pay adjustments may be awarded in conjunction with superior employee performance documented by the performance evaluation process. Incentive bonuses may be awarded depending on the overall profitability of Fides Tanzania Ltd and based on each employee's individual contributions to the organization.

Employees should bring their pay-related questions or concerns to the attention of Human Resources Managers, who are responsible for the fair administration of employee pay practices.

7.2 REMUNERATION

Remuneration will be paid as per contract agreement for each individual employee. The level of remuneration depends on responsibility, experience, education and performance in compliance with all laws applicable. The wages or salaries will be paid at the end of each calendar month. The salary is a gross salary and therefore subjected to all lawful deductions. Salaries may be up for review every January and July.

7.3 PAYDAYS

All employees are paid monthly on the last day of the month. Each salary slip will include earnings for all work performed through the end of the previous payroll period. All permanent and temporary staff will be paid through their bank accounts.

The Bank Account is the property of the employee; hence all accounts maintenance e.g. ATM card renewal activities should be entirely on employee and not Fides Tanzania Ltd.

On rare cases, some temporary staff may be paid by cash at the farm. In order to receive cash payments, an employee has to show a relevant staff ID card to the cashier. In the event that a regularly scheduled payday falls on a day off, such as a weekend or holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

If a regular payday falls during an employee's vacation, the employee may receive his or her earned wages before departing for vacation if a written request is submitted at least one week prior to departing for vacation.

7.4 PAY DEDUCTIONS

The Laws of Tanzania requires that Fides Tanzania Ltd make certain deductions from every employee's salary. Among these are applicable income tax i.e. PAYE.

Fides Tanzania Ltd also must deduct 10% National Social Security Fund (NSSF), on each employee's salary. Fides Tanzania Ltd matches the amount of Social Security deductions paid by each employee and send the payment to the designated fund.

7.5 PAY CORRECTIONS AND ARREARS

Fides Tanzania Ltd offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their salaries to cover the costs of participation in programs like SACCOS, TPAWU Membership fee, loan and salary advance.

Pay setoffs are pay deductions taken by Fides Tanzania Ltd, usually to help pay off a debt or obligation to Fides Tanzania Ltd or others. If you have questions concerning why deductions were made from your salary or how they were calculated, the Human Resources Department can assist in having your questions answered.

All deductions from Loans and advances should not exceed 1/3 of the basic Salary

8. CONDITIONS AND HOURS

8.1 WORK SCHEDULES

Work schedules for employees vary throughout our organization. 7:30a.m.-4:30p.m. is a standard workday for weekdays and 7:30am to 12:30pm for Saturdays. Supervisors will advise employees of their individual work schedules. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week. Any overtime worked will be paid once approved.

8.2 STANDARD OPERATING PROCEDURES (SOPS)

A **Standard Operating Procedure**, or **SOP**, is a set of step-by-step instructions created by a Fides Tanzania Ltd to help workers carry out routine operations. Their purpose is to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply to industry regulations.

Standard operating procedures (SOPs) are the documented processes that Fides Tanzania Ltd has in place to ensure services and/or products are delivered consistently every time. When a company is growing, it is often highly dependent on the MD for all major decisions. As the company reaches a certain size, this form of decision making can limit its capacity to grow further since the MD cannot possibly make all decisions properly.

Additional management and documented SOPs are required to allow the company to continue growing, and also establish a succession plan and train the growing employee base.

New employees will be provided with the relevant SOPs as to equip themselves with the standard procedures of performing their duties.

The electronic copies of these SOPs are available to everyone who needs to review in the company computers. The printed copy can also be requested at the Human Resources Office whenever needed.

8.3 USE OF COMPANY PHONE

Personal use of the company telephone is not permitted. Employees should practice discretion when making local personal calls and may be required to reimburse Fides Tanzania Ltd for any charges resulting from their personal use of the telephone. To ensure effective telephone communications, employees should always use the approved greeting (“Good Morning, Fides Tanzania Ltd” or “Good Afternoon, Fides Tanzania Ltd,” as applicable) and speak in a courteous and professional manner. Please confirm information received from the caller and hang up only after the caller has done so.

8.4 USE OF PERSONAL MOBILE PHONES

Personal mobile phones are not allowed at the working place unless they are permitted by the management.

While at work, employees are expected to exercise discretion in using personal cellular phones. Personal calls during the work hours, regardless of the phone used can interfere with employee productivity, safety and may be distracting to others. Employees can only make personal calls during tea break and lunch and to ensure that friends and family members are aware of the Fides Tanzania Ltd’s policy. Fides Tanzania Ltd will not be liable for the loss of personal cellular phones brought into the workplace. Cellular telephones may not be used to defame, harass, intimidate, or threaten any other person. Employees are prohibited from using their cell phones in any illegal, illicit or offensive manner eg recording voice or video clips of other employees without permission.

Employees whose job responsibilities include driving or equipment operation should refrain from using their phone/communication device while driving a Fides Tanzania Ltd vehicle or while driving any other vehicle (rented, leased, borrowed, or their own vehicle) while conducting Fides Tanzania Ltd business.

Drivers shall comply with all Tanzanian laws and regulations regarding the use of mobile technology devices including cell phones. Incoming or outgoing cellular phone calls are not allowed while driving. Sending or reading text messages, emails, dialing cellular phones, viewing television, videos, or DVD’s and inputting data into laptop computers, personal digital assistants or navigation systems are

prohibited while driving. The cellular phone voicemail feature should be on to store incoming calls while driving and all message retrievals and calls should be made after the vehicle is safely parked.

Handling of mobile phone may also cause a serious Phytosanitary issues to our plants. More Phytosanitary rules can be imposed as the need may arise.

8.5 WORKPLACE VIOLENCE PREVENTION

Fides Tanzania Ltd is committed to preventing workplace violence and to maintaining a safe work environment. Given the increasing violence in society in general, Fides Tanzania Ltd has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, “horseplay,” or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited from the premises of Fides Tanzania Ltd without proper authorization.

Conduct that threatens, intimidates, or coerces another employee, a customer, or a member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual’s sex, race, age, or any characteristic protected by law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by vendors, solicitors, or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported as soon as possible to a supervisor.

Do not place yourself in peril. If you see or hear a commotion or disturbance near your workstation, do not try to intercede or see what is happening. Fides Tanzania Ltd will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practical.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action, up to and including termination of employment.

Fides Tanzania Ltd encourages employees to bring their disputes or differences with other employees to the attention of their supervisors or the Human Resources Department before the situation escalates into potential violence. Fides Tanzania Ltd is eager to assist in the resolution of employee disputes and will not discipline employees for raising such concerns.

8.6 JOB ROTATION

Job rotation is a process whereby an employee is moved through one or more positions outside of his/her functional unit with a view to gaining exposure to the full scope of an activity. The rotation of employees through one or more positions may occur from time to time subject to the operational requirements of Fides Tanzania Ltd. Job rotation will entail the rotation of employees through one or more positions over a time.

The purpose of this policy is to outline the conditions under which job rotation may be granted. Fides Tanzania Ltd strives to provide employees with opportunities for job enrichment and career development and recognises that such opportunities can broaden an employee's knowledge and understanding of a work unit and its processes. In this regard, the Fides Tanzania Ltd may, from time to time, provide employees with the opportunity to participate in job rotation

A job rotation is not contingent on a vacancy or vacancies occurring. Job rotation for staff of a particular level or levels may be developed by the staff member in conjunction with the nominated supervisor or manager of the department/functional unit or vice versa by the nominated supervisor or manager in conjunction with the staff member.

While most job rotation will occur within a functional unit, a staff member participating in job rotation may in some cases move to a position which is not located within her/his current department/functional unit.

8.7 USE OF WORKING TOOLS AND COMPANY PROPERTIES

To ensure that work is done efficiently Fides Tanzania Ltd provides working tools.

All tools taken from the store will be registered at the store in the morning and returned at the store at the end of the working day. The storekeeper will check and make sure that the returned tools are in good order and clean, then will check-out the name of that person from the list. It is Fides Tanzania Ltd's expectation that every employee will take a good care of working tools assigned to them.

Some of the tools will worn-out after sometime, in that case you should return to the store the worn- out tools and you will be issued with the new ones.

All employees using company property for example cars, tractors, computers, mail address, telephones, software, implements, tools, keys, clothing, shoes, gumboots etc. should use them with utmost care and respect. When accepting company property like protective clothing, gumboots, safety etc. the employee also acknowledge that he/she will wear the given items for her/his own safety. Willful damage will be disciplined as per the company's disciplinary code.

The company reserves the right to check any company property at any given time.

By accepting company property the employee will take full responsibility over the property. He or she will report any damage or abuse done by the employee, whether this is intentional or not, to management immediately.

When an employee is witness of abuse or damage of company property by another employee, he or she is obliged to report this to management.

The employee is responsible for any loss or damage to the property. This means that the amount equal to cost of the lost item will be deducted from the salary of that employee.

In case of termination of employment all company property must be handed in before the final payments.

8.8 EMERGENCY CLOSING

At times, emergencies such as severe weather, fires, or earthquakes can disrupt company operations. In extreme cases, these circumstances may require the closing of a work facility.

In cases where an emergency closing is not authorized, employees who fail to report for work will not be paid for the time off. Employees may request available paid/unpaid leave time.

8.9 BUSINESS TRAVEL EXPENSES

Fides Tanzania Ltd will reimburse employees for reasonable business travel expenses incurred while on assignments away from the normal work location. All business travel must be approved in advance by the MD. Employees whose travel plans have been approved should make all travel arrangements Fides Tanzania Ltd's designated travel agency.

When approved, the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed by Fides Tanzania Ltd. Employees are expected to limit expenses to reasonable amounts.

Expenses that generally will be reimbursed include the following:

- air travel in economy class or the lowest available fare
- costs of public transportation for other ground travel
- taxi fares, only when there is no less expensive alternative
- mileage costs and fuel refund for use of personal cars, only when less expensive transportation is not available
- cost of standard accommodations in low- to mid-priced hotels, motels, or similar lodgings
- reasonable cost of meals
- charges for telephone calls, fax, and similar services required for business purposes

Employees who are involved in an accident while traveling on business must promptly report the incident to their immediate supervisor. Vehicles owned, leased, or rented by Fides Tanzania Ltd may not be used for personal use without prior approval. When travel is completed, employees should submit completed travel expense reports within few days of reporting back. Reports should be accompanied by receipts for all individual expenses.

Employees should contact Accounts Department for guidance and assistance on procedures related to travel arrangements, expense reports, reimbursement for specific expenses, or any other business travel issues. Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

8.10 COMPUTER AND E-MAIL USAGE

Computer files, the e-mail system, and software furnished to employees are Fides Tanzania Ltd property intended for business use. Employees should not use a password, access a file, or retrieve any stored communication without authorization.

Fides Tanzania Ltd strives to maintain a workplace free of harassment and is sensitive to the diversity of its Therefore, Fides Tanzania Ltd prohibits the use of computers and the e-mail system in ways that are disruptive, offensive to others, or harmful to morale.

For example, the display or transmission of sexually explicit images, messages, and cartoons is not allowed. Other such misuse includes, but is not limited to, ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassment or showing disrespect for others. Employees should notify their immediate supervisor, the Human Resources Department, or any member of management upon learning of violations of this policy. Employees who violate this policy will be subject to disciplinary action, up to and including termination of employment.

8.11 INTERNET USAGE

Internet access to global electronic information resources on the World Wide Web is provided by Fides Tanzania Ltd to assist employees in obtaining work-related data and technology. The following

guidelines have been established to help ensure responsible and productive Internet usage. While Internet usage is intended for job-related activities, incidental and occasional brief personal use of e-mail and the Internet is permitted within reasonable limits at lunch break.

All Internet data that is composed, transmitted, or received via our computer communications systems is considered to be part of the official records of Fides Tanzania Ltd and, as such, is subject to disclosure to law enforcement or other third parties.

Employees should expect only the level of privacy that is warranted by existing law and no more. Consequently, employees should always ensure that the business information contained in Internet e-mail messages and other transmissions is accurate, appropriate, ethical, and lawful. Any questions regarding the legal effect of a message or transmission should be brought to our Human Resources Department.

Data that is composed, transmitted, accessed, or received via the Internet must not contain content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any employee or other person. Examples of unacceptable content may include, but are not limited to, sexual comments or images, racial slurs, gender-specific comments, or any other comments or images that could reasonably offend

someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.

The unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the Internet is expressly prohibited. As a general rule, if an employee did not create material, does not own the rights to it, or has not gotten authorization for its use, it should not be put on the Internet. Employees are also responsible for ensuring that the person sending any material over the Internet has the appropriate distribution rights.

Any questions regarding the use of such information should be brought to our Human Resources Department.

Internet users should take the necessary anti-virus precautions before downloading or copying any file from the Internet. All downloaded files are to be checked for viruses; all compressed files are to be checked before and after decompression.

Abuse of the Internet access provided by Fides Tanzania Ltd in violation of the law or Fides Tanzania Ltd policies will result in disciplinary action, up to and including termination of employment. Employees may also be held personally liable for any violations of this policy. The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:

1. Sending or posting discriminatory, harassing, or threatening messages or images
2. Using the organization's time and resources for personal gain
3. Stealing, using, or disclosing someone else's code or password without authorization
4. Copying, pirating, or downloading software and electronic files without permission
5. Sending or posting confidential material, trade secrets, or proprietary information outside of the organization

6. Violating copyright law
7. Failing to observe licensing agreements
8. Engaging in unauthorized transactions that may incur a cost to the organization or initiate
9. unwanted Internet services and transmissions
10. Sending or posting messages or material that could damage the organization's image or reputation
11. Participating in the viewing or exchange of pornography or obscene materials
12. Sending or posting messages that defame or slander other individuals
13. Attempting to break into the computer system of another organization or person
14. Refusing to cooperate with a security investigation
15. Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities
16. Using the Internet for political causes or activities, religious activities, or any sort of gambling
17. Jeopardizing the security of the organization's electronic communications systems
18. Sending or posting messages that disparage another organization's products or services
19. Passing off personal views as representing those of the organization
20. Sending anonymous e-mail messages
21. Engaging in any other illegal activities

8.12 MAIL SYSTEM

The mail system is reserved for business purposes only. Employees should refrain from sending or receiving personal mail at the workplace. The e-mail system is the property of Fides Tanzania Ltd. Occasional use of the e-mail system for personal messages is permitted, within reasonable limits. This can only be done off the working hours like lunch time. Fides Tanzania Ltd will not guarantee the privacy of the e-mail system except to the extent required by law.

8.13 LIFE THREATENING ILLNES IN THE WORKPLACE

Employees with life-threatening illnesses, such as cancer, tuberculosis heart disease, and AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition. Fides Tanzania Ltd supports these endeavors as long as the employees are able to meet acceptable performance standards. As in the case of other disabilities, Fides Tanzania Ltd will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on individual employees is treated confidentially. Fides Tanzania Ltd will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of

employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact the Human Resources Department for information and referral to appropriate services and resources.

9. EMPLOYEE CONDUCT & DISCIPLINARY ACTION

9.1 CODE OF CONDUCTS/EMPLOYEE CONDUCT AND WORK RULES

To ensure orderly operations and provide the best possible work environment, Fides Tanzania Ltd expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization. Although all employment at Fides Tanzania Ltd is voluntary, the following forms of behavior that are considered unacceptable and prohibited on Fides Tanzania Ltd property or while you are working and for outside the Fides Tanzania Ltd premises, which you will be subject to discipline, up to and including immediate termination:

- 1 Theft, destruction, damage, or unauthorized removal or use of Fides Tanzania Ltd property or materials, including documents, records, data, and computer programs, training materials and other proprietary information and materials.
- 2 Careless performance of job responsibilities or inability to perform duties satisfactorily.
- 3 Commission of any act of violence in the workplace.
- 4 Negligence that results in injury to personnel, a visitor, or a customer or improper conduct
- 5 leading to damage of employer-owned or vendor-owned property
- 6 Falsification of records in the transaction of company business.
- 7 Falsification of expense reports.
- 8 Falsification of timekeeping records.
- 9 Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty or while operating employer-owned vehicles or equipment
- 10 Working under the influence of alcohol or illegal drugs
- 11 Irregular attendance, unreported, unexcused or excessive absence, abuse of sick leave or abuse of an approved leave of absence or failure to request and obtain an approved leave of absence or an extension in a timely manner.
- 12 Insubordination, including refusal or failure to perform assigned work.
- 13 Fighting or provoking a fight or interfering with others in the performance of their jobs, boisterous or disruptive activity in the workplace.
- 14 Making malicious, false, or derogatory statements that may damage the integrity or reputation of the Fides Tanzania Ltd, its clients or employees.
- 15 Falsification, misrepresentation, or withholding of pertinent facts in securing employment.
- 16 Refusal to follow instructions of supervisory or authorized personnel, rude or discourteous

conduct toward a supervisor, fellow employees, clients or visitors, or any action which endangers the health or safety of others.

- 17 Possession, display, or use of explosives, firearms, or other dangerous weapons while on company property or while functioning as a Fides Tanzania Ltd employee except for the authorized personnel only eg Security Officers.
- 18 Failure or refusal to follow general policies, rules and regulations of the Fides Tanzania Ltd.
- 19 Disclosing or discussing company or customer confidential matters to outsiders.
- 20 Leaving working area unattended for unreasonable time.
- 21 Any form of Sexual harassment eg. unwanted sexual advances, or visual, verbal, or physical conduct of a sexual nature.
- 22 Discrimination based on color, creed, sex, religion, nationality, tribe or place of origin, race, social origin, national extraction, political opinion or religion, gender, pregnancy, marital status or family responsibility, disability, HIV/Aids, age, or station of life.

This list of all the forms of behavior is not, and by its nature cannot be, exhaustive; employees must always be guided by good judgment and common sense. Nor is this list intended to suggest that Fides Tanzania Ltd may impose discipline only for violations of these rules. On the contrary, nothing in this policy should be construed to alter the right of Fides Tanzania Ltd to impose any form of discipline it deems appropriate, for these or any other types of misconduct, or to terminate the employment relationship at any time, with or without notice.

9.2 DUMMEN ORANGE CODE OF CONDUCT

Our Code of Conduct is an extension of our five core values. When we act from our values, we act for ourselves, for each other, for our industry, for our planet, and for the shared success of all.

Our everyday actions make us who we are—and continually shape who we will become—as a business, a brand and a global example of kinder, wiser industry practices. For this reason, it is essential that we share not only our core values, but also a common code through which we can clearly understand and act on those values.

This Code of Conduct is not a book of rules. Rather, it is a living text that documents our respect for the impact of individual actions on our own lives and on the lives of our colleagues, customers, partners and the communities we all share. It is a vital contract to which we hold each other and ourselves. No matter how complex a single moral or ethical question may be, the answer—and the intent of this code—is straightforward: Do what is right.

Be honest, welcoming, respectful and lawful. Be an up-stander and an advocate. As individuals, we innately understand and honor these values. As a global organization, we recognize the need to set down basic standards for embodying them in our day-to-day experiences at Dümme Orange. Our Code of Conduct shows us this vision. It is up to each of us, each day, to make it a reality. I have no doubt that we will.

Our behavior is our success. I look forward to continuing to share our values and our success with you for years to come.

PLEASE SEE APPENDIX 2 at the end of this book for the Key Issues in Dümme Orange Code Of Conduct.

9.3 DISCIPLINARY CODES AND ITS CONSEQUENCES

The purpose of the disciplinary code is to provide for the handling misconduct in the workplace. Misconduct can be described as breaking any rule or a standard. The code serves as a guideline to provide for the fair and consistent handling of discipline in the workplace. The aim of discipline is to correct unacceptable behaviour and a progressive approach is adopted. Not all types of misconduct are covered in this code; however, this does not prevent the employer from taking disciplinary action with regard to such misconduct. This disciplinary code forms part of the terms and conditions of employment of every employee.

The employer will:

- Maintain fair and consistent disciplinary procedure.
- Ensure that all employees are aware of the rules laid down for acceptable and reasonable standards of behaviour expected of them at the workplace.
- Treat employees with respect and dignity.

The employee will:

- Comply with the disciplinary code and procedures.
- Treat other people and their property with respect.
- Ensure that he/she is familiar with requirements in terms of disciplinary standards in the workplace.

PLEASE NOTE THAT THESE OFFENCES ARE COMMULATIVE IN NATURE

Eg. If this month you commit an Offence in The Category of Absenteeism and Timekeeping and given a warning letter and the following month you were given another warning letter in Insubordination Category – these will be counted as 1st and 2nd Warning Letters.

PLEASE SEE APPENDIX 3 at the end of this book for detailed set of offences as well as the resulting consequences.

9.4 SEXUAL AND OTHER UNLAWFUL HARASSMENT

Fides Tanzania Ltd is committed to providing a work environment that is free from all forms of discrimination and conduct that can be considered harassing, coercive, or disruptive, including sexual harassment. Actions, words, jokes, or comments based on an individual's sex, race, color, national origin, age, religion, disability, sexual orientation, or any other legally protected

characteristic will not be tolerated.

Sexual harassment is defined as unwanted sexual advances, or visual, verbal, or physical conduct of a sexual nature. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. The following is a partial list of sexual harassment examples:

1. Unwanted sexual advances
2. Offering employment benefits in exchange for sexual favors
3. Making or threatening reprisals after a negative response to sexual advances
4. Visual conduct that includes leering, making sexual gestures, or displaying of sexually suggestive objects or pictures, cartoons, or posters
5. Verbal conduct that includes making or using derogatory comments, epithets, slurs, or jokes
6. Verbal sexual advances or propositions
7. Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, or suggestive or obscene letters, notes, or invitations
8. Physical conduct that includes touching, assaulting, or impeding or blocking movements

Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
2. Submission to or rejection of the conduct is used as a basis for making employment decisions; or
3. The conduct has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or offensive work environment.

If you experience or witness sexual or other unlawful harassment in the workplace, report it immediately to your supervisor. If the supervisor is unavailable or you believe it would be inappropriate to contact that person, you should immediately contact the Human Resources Department or any other member of management. You can raise concerns and make reports without fear of reprisal or retaliation.

All allegations of sexual harassment will be quickly and discreetly investigated. To the extent possible, your confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, you will be informed of the outcome of the investigation.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment must immediately advise the Human Resources Department or the MD of the company so it can be investigated in a timely and confidential manner. Anyone engaging in sexual or other unlawful behavior will be subject to disciplinary action, up to and including termination of employment.

9.5 SMOKING

Smoking is prohibited throughout the workplace, as required by law. This policy applies equally to all employees and visitors.

This is due to the effects of Nicotine to our plants as well as the fire dangers that can be caused by cigarette butts and matches.

9.6 OCCUPATIONAL HEALTH AND SAFETY

Occupational Safety and Health (OSH), also commonly referred to as a multidisciplinary field concerned with the safety, health, and welfare of people at work.

Fides Tanzania Ltd have the duty to ensure that employees and any other person who may be affected by the organization's activities remain safe at all times.

Tanzania has a number of laws and regulations that govern **Occupational Safety And Health (OSH)** protections for workers. The International Labour Organization reports that due to insufficient statistics and consistent reporting, it is impossible to determine the number of workplace accidents that occur in the country

The *Employment and Labour Relation Act No. 6 of 2004* also contains provisions for OSH, although it is primarily concerned with industrial relations matters rather than worker safety.

In 2008 another important step was made; The establishment of Workers' Compensation Fund through Workers Compensation Act No. 20 of 2008 with objectives of providing for compensation to employees for disablement or death caused by or result from injuries or diseases sustained or contracted in the course of employment; to establish Fund for administration and regulation of workers compensation and to provide for related matter.

In Tanzania we have pieces of legislation covering the Occupational Health and Safety of an employee and these include the Employment and Labour Relations Act, 2004. However, a more specific, relevant and direct legislation is the Occupational Health and Safety Act, 2003. The Act is aimed at protecting workers' rights in health and safety in the workplace. It also provides for the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with activities of persons at work, and to provide for connected matters.

Occupational Health and Safety Act, 2003

The following are some of the duties of a worker imposed under the law:

- Workers must take reasonable care for the health and safety of themselves and any other persons who may be affected by his/her actions or omissions at work.

- They also have a duty to cooperate with the employer to enable the duty or requirement imposed by the employer to be performed or complied with.
- They have a duty to carry out any lawful order given to him/her and to obey the health and safety rules and procedures laid down by employer or an authorised person in the interest of health and safety.
- To report to his/her employer or health and safety representative any unsafe or unhealthy situation coming to their attention.
- To report to his/her employer or health and safety representative any incident or accident which may cause injury to their health as soon as practicable (not later than the end of a shift unless circumstances prevent so).

The Occupational Health and Safety Authority (OSHA) was established (under Executive Agencies Act No. 30 of 1997) and is the custodian of Occupational Health and Safety Act No.5 of 2003.

The primary objective of the Occupational Safety and Health Authority (OSHA) is to ensure the creation and maintenance of ideal work environments which are free from occupational hazards that may cause injuries or illness to all employees in work environment. The authority has employed Labour Inspectors whose duty includes the inspection of health and safety in workplaces.

Fides Tanzania Ltd complies with all above laws and it insists that all the employees to align with the regulations and conditions of Health and Safety at workplace.

9.7 DRUGS AND ALCOHOL USE

It is Fides Tanzania Ltd's desire to provide a drug-free, healthful, and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

While on Fides Tanzania Ltd premises and while conducting business-related activities off Fides Tanzania Ltd premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs. The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.

Violations of this policy may lead to disciplinary action, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program. Such violations may also have legal consequences.

Employees with questions or concerns about substance dependency or abuse are encouraged to discuss these matters with their supervisor or the Human Resources Department to receive assistance or referrals to appropriate resources in the community.

Employees with problems with alcohol and certain drugs that have not resulted in, and are not the immediate subject of, disciplinary action may request approval to take unpaid time off to participate in a rehabilitation or treatment program. Leave may be granted if the employee agrees to abstain from use of the problem substance and abides by all Fides Tanzania Ltd policies, rules, and prohibitions relating to conduct in the workplace; and if granting the leave will not cause Fides Tanzania Ltd any undue hardship.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the Human Resources Department without fear of reprisal.

9.8 SOLICITATION

In an effort to ensure a productive and harmonious work environment, persons not employed by Fides Tanzania Ltd may not solicit or distribute literature in the workplace at any time for any purpose.

Fides Tanzania Ltd recognizes that employees may have interests in events and organizations outside the workplace. However, employees may not solicit or distribute literature concerning these activities during working time. (Working time does not include lunch periods, work breaks, or any other periods in which employees are not on duty).

Examples of impermissible forms of solicitation include:

1. The collection of money, goods, or gifts for community groups
2. The collection of money, goods, or gifts for religious groups
3. The collection of money, goods, or gifts for political groups
4. The collection of money, goods, or gifts for charitable groups
5. The sale of goods, services, or subscriptions outside the scope of official organization business
6. The circulation of petitions
7. The distribution of literature in working areas at any time
8. The solicitation of memberships, fees, or dues except for the authorized and recognized trade union e.g. TPAWU and SACCOS.

In addition, the posting of written solicitations on company bulletin boards and solicitations by e-mail are restricted. Company bulletin boards display important information; employees should consult them frequently for:

1. Affirmative Action statement
2. Employee announcements
3. Workers' compensation information like leave timetable

If employees have a message of interest to the workplace, they must submit it to the Human Resources Manager for approval. All approved messages will be posted by the Human Resources Department. This applies to the verbal announcements to the staff too.

9.9 WORKPLACE ETIQUETTE

Fides Tanzania Ltd strives to maintain a positive work environment where employees treat each other with respect and courtesy. Sometimes issues arise when employees are unaware that their behavior in the workplace may be disruptive or annoying to others. Many of these day-to-day issues can be addressed by politely talking with a co-worker to bring the perceived problem to his or her attention. In most cases, common sense will dictate an appropriate resolution. Fides Tanzania Ltd encourages all employees to keep an open mind and graciously accept constructive feedback or a request to change behavior that may be affecting another employee's ability to concentrate and be productive.

The following workplace etiquette guidelines are not necessarily intended to be hard and fast work rules with disciplinary consequences. They are simply suggestions for appropriate workplace behavior to help everyone be more conscientious and considerate of co-workers and the work environment. Please contact Human Resources Department if you have comments, concerns, or suggestions regarding these workplace etiquette guidelines.

Workplace Etiquette or Workplace Manners is about conducting yourself **respectfully and courteously** in the office or workplace

1. **First impressions** are important! You are the ambassador/s of Fides Tanzania Ltd
2. Always act with honesty and **dignity**
3. **NEVER arrive** at work drunk, smelling of alcohol or under the influence of drugs
4. Be **on time** for your job. Better still, be early
5. Be **respectful** to your employer
6. Be neat, clean and as **conservative** as Fides Tanzania Ltd requires you to be
7. We are put off by **smelly people**. So, be sure to shower regularly and use a suitable deodorant
8. Do not **cough or sneeze** in anyone's direction. Use a tissue, if possible, to contain the germs and then say "Excuse me"
9. The **essence** of good manners and etiquette is to be respectful and courteous at all times and with everybody
10. Therefore, treat your co-workers, cleaners, maintenance people and others with **respect and courtesy**
11. Keep your **interruptions** of others to a minimum and always apologise if your intrusion is an interruption of a discussion, someone's concentration or other activity
12. Show respect for each other's workspace. **Knock** before entering
13. Show **appreciation** for the slightest courtesies extended to you
14. Be **helpful and co-operative** with each other
15. **Brush up** on your job skills so that you can help others
16. Aim to **improve** your other workplace skills and attributes too
17. Speak clearly without shouting. **Loud** people are a vexation
18. Say, **"Please; Thank you; You're welcome"**, as part of your everyday courtesy
19. Be discreet and compassionate in your **criticism** of a co-worker
20. Don't **gossip** about any co-worker's private life

21. Do not try to **sell things** to your colleagues
22. Don't **hover around** while waiting for a co-worker to get off the phone. Leave a note for them to call you **or** return later
23. Avoid **sexist** comments about a co-worker's dress or appearance
24. Surveys show that the workplace **know-it-all** proved to be the biggest gripe amongst co-workers. Don't be a know-all
25. Take **responsibility** for your mistakes, apologise and go about correcting the mistakes
26. **Apologise** if you are clearly in the wrong. If in doubt, apologise anyway. It's no big deal and **brings closure** to a fruitless event
27. Never **blame** someone else if it is your mistake
28. If your boss criticises your work, enquire about what precisely is wrong with it. Consider the comments, discuss them amiably if you disagree with the comments but **defer** to the boss's opinion if he/she is adamant
29. Make new employees feel **welcome** and comfortable around you. Don't be a busy-body
30. Workplace etiquette means being **thoughtful** when interacting with your peers
31. Keep your work area **tidy**. Try not to be messy
32. If there is **conflict**, do not get personal in your remarks
33. Do not **dominate** the meeting. All communication must take place through the **chairperson**
34. Do not **interrupt** another speaker
35. Pay attention to the proceedings **quietly**. Don't shuffle your papers
36. Do not leave the meeting until it is **closed** by the chairperson
37. Always be particularly respectful to those **older** than yourself even if they are junior to you in position
38. Your elders are generally more **mature in judgement** and life's experiences and this deserves your respect even in the workplace
39. **Practice** good manners and office etiquette at every opportunity; even in the toilet
40. 'Mute' your **cell phone** in the office. No fancy ring tones
41. Respect the **business goals** and help to achieve them
42. Respect Fides Tanzania Ltd.'s **confidentiality** of information
43. Respect the Fides Tanzania Ltd.'s **clients'** confidentiality of information
44. Provide your boss with **information** as required
45. Keep your boss **well informed** in a timely fashion
46. Do not 'big note' yourself, there is no place for **arrogance** in this world
47. Answer your phone **pleasantly** even if you are having a bad day
48. Always **return** telephone calls and do so as soon as possible.
49. Accept an apology **graciously** and with compassion.
50. Avoid **public accusations** or criticisms of other employees. Address such issues privately with those involved or your supervisor.
51. Be conscious of how your voice travels, and try to **lower the volume** of your voice when talking on the phone or to others in open areas.
52. Keep **socializing to a minimum**, and try to conduct conversations in areas where the noise will not be distracting to others.
53. Minimize talking **between workspaces**. Instead, conduct conversations with others in their workspace.

54. Try not to **block walkways** while carrying on conversations.
55. Refrain from using **inappropriate language** (swearing) that others may overhear.

Office Kitchen Etiquette

1. Office Etiquette extends to the Office Kitchen which may be cleaned only once a day. If so, **clean up** after yourself so that the office kitchen remains clean, tidy and hygienic for those using the facilities after you
2. If we do not clean up our **own mess** we will collectively add to the mess and attract **cockroaches and mice** to crawl over the cutlery and crockery in the dead of night. Who knows what **unspeakable bug** we may pick up as a consequence

9.10 PERSONAL APPEARANCE AND DRESS CODE

Dress, grooming, and personal cleanliness standards contribute to the morale of all employees and affect the business image that Fides Tanzania Ltd presents to the community.

During business hours or when representing Fides Tanzania Ltd, you are expected to present a clean, neat, and tasteful appearance. You should dress and groom yourself according to the requirements of your position and accepted social standards.

Your supervisor or department head is responsible for establishing a reasonable dress code appropriate to the job you perform. If your supervisor feels that your personal appearance is inappropriate, you may be asked to leave the workplace until you are properly dressed or groomed. Under such circumstances, you will not be compensated for the time away from work. Consult your supervisor if you have questions as to what constitutes appropriate appearance. Some of the departments require you to wear special uniform at all times e.g. sprayers, cold store attendants, etc. failure to put on these protective gears may lead to disciplinary action, up to and including termination of employment.

9.11 RETURN OF THE PROPERTY

Employees are responsible for all Fides Tanzania Ltd property, materials, or written information issued to them or in their possession or control. Employees must return all Fides Tanzania Ltd property immediately upon request or upon termination of employment.

Where permitted by applicable laws, Fides Tanzania Ltd may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. Fides Tanzania Ltd may also take all action deemed appropriate to recover or protect its property.

9.12 SECURITY INSPECTION

Fides Tanzania Ltd wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper materials. To this end, Fides Tanzania Ltd prohibits the

possession, transfer, sale, or use of such materials on its premises. Fides Tanzania Ltd requires the cooperation of all employees in administering this policy.

Desks, lockers, and other storage devices may be provided for the convenience of employees but remain the sole property of Fides Tanzania Ltd. Accordingly, they, as well as any articles found within them, can be inspected by any agent or representative of Fides Tanzania Ltd at any time, either with or without prior notice.

To ensure that no one is taking away the company property, all staff will be inspected at the gate before getting out of Fides Tanzania Ltd's gate. To discourage any possible sexual harassment, Fides Tanzania Ltd has made an arrangement that all ladies will be inspected by the lady askari and gentlemen will be inspected by male askari. This inspection policy applies also to all vehicles both company owned and private going out the Fides Tanzania Ltd premises.

All staff are expected to cooperate with these askaris and support them in their mission. Any resistance to be inspected or giving any verbal resistance will result into disciplinary action, up to and including termination of employment.

Employees, who are in possession of company property at the gate trying to get away it intentionally or accidentally, will be considered as thieves. Theft as one of the gross Misconduct will result into immediate termination, and that person will be taken to the Police Station as Tanzania Laws requires, for more legal action.

Gate askaris have the right to inspect any suspicious person (employee or non-employee) or car(company owned or private) getting into the Fides Tanzania Ltd's property for the safety of peoples and properties in the Fides Tanzania Ltd's premises.

9.13 PROGRESSIVE DISCIPLINE

The purpose of this policy is to state Fides Tanzania Ltd's position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

Fides Tanzania Ltd's own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Although employment with Fides Tanzania Ltd is based on mutual consent, so both the employee and Fides Tanzania Ltd have the right to terminate employment with advance notice. Fides Tanzania Ltd may use progressive discipline at its discretion.

Disciplinary action may call for any of four steps:

1. Verbal warning,
2. Written warning,
3. Suspension with or without pay,
4. or termination of employment

— depending on the severity of the problem and the number of occurrences.

Progressive discipline means that, with respect to many disciplinary problems, these four steps will normally be followed. However, there may be circumstances when one or more steps are bypassed.

Fides Tanzania Ltd recognizes that there are certain types of employee problems that are serious enough to justify either a suspension or, in extreme situations, termination of employment, without going through the usual progressive discipline steps.

While it is impossible to list every type of behavior that may be deemed a serious offense, the Employment and Labour Relations Act Rules policy includes examples of problems that may result in immediate suspension or termination of employment. However, the problems listed are not all necessarily serious offenses, but may be examples of unsatisfactory conduct that will trigger progressive discipline.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and Fides Tanzania Ltd.

DISCIPLINARY HEARING

Disciplinary Hearing is a formal meeting to decide how to deal with a worker who has not obeyed company rules or has caused serious problems.

Fides Tanzania may start formal disciplinary action against you if they have concerns about your work, conduct or absence.

Before taking formal disciplinary action or dismissing you, your employer may try to raise the matter informally with you. However, they can go straight to their formal disciplinary or dismissal procedures.

Disciplinary procedures are a set way for an employer to deal with disciplinary issues. They include a disciplinary hearing where you're given a chance to explain your side of the story to the members Disciplinary Hearing committee. Usually the members are randomly selected from various departments. It will be chaired by neutral senior member of the Management

9.14 COMPLAINT SUBMISSION PROCEDURE

The purpose of this policy is to provide employees an orderly process for the prompt and equitable resolution of complaints. Fides Tanzania Ltd intends that, whenever feasible, complaints be resolved at the lowest possible administrative level. The employee complaints procedure will generally follow a

four-step process, beginning with the employee's immediate supervisor at Level One, moving to the appropriate Senior Supervisor at Level Two, moving to the Departmental Manager at Level Three, and continuing to the Human Resources Manager and/or Managing Director at Level Four.

Generally, the employee will be given the opportunity to present his or her complaint in a verbal presentation at each level but is also required to file a written complaint on the form provided by the Fides Tanzania Ltd. Additionally; the employee has the opportunity to present documentation in support of his or her complaint.

Complaint Process Level One

An employee who has a grievance shall request a meeting with the immediate supervisor by submitting the grievance in writing if possible on the form provided by the Fides Tanzania Ltd. The form must be filed within ten days of the time the employee first knew or should have known of the event or series of events about which the employee is complaining.

The supervisor shall hold the meeting within ten days after receipt of the written request. The Supervisor shall have seven days following the meeting within which to respond.

Complaint Process Level Two

If the outcome of the meeting at Level One is not to the employee's satisfaction or if the time for a response has expired, the employee may request a conference with the appropriate Senior Supervisor to discuss the grievance. The request can be verbal or in writing on the form provided by the Fides Tanzania Ltd and must be filed within seven days following receipt of the written response or, if no written response is received, within seven days of the response deadline. If any relief has been granted at Level One, the employee shall state on the form why such relief is inadequate.

The Senior Supervisor shall hold the conference within ten days after receipt of the written request. The appropriate Senior Supervisor shall have seven days following the meeting within which to respond.

Complaint Process Level Three

If the outcome of the meeting at Level Two is not to the employee's satisfaction or if the time for a response has expired, the employee may request a meeting with the Departmental Manager to discuss the grievance. The request shall be in writing on the form provided by the Fides Tanzania Ltd and must be filed within seven days following receipt of the written response or, if no written response is received, within seven days of the response deadline. If any relief has been granted at Level Two, the employee shall state on the form why such relief is inadequate.

Complaint Process Level Four

If the outcome of the complaint conference at Level Three is not to the employee's satisfaction or if the time for a response has expired, the employee may request to place the matter on the agenda of a future HRM&MD meeting. The request shall be in writing on the form provided by Fides Tanzania Ltd and must be filed within seven days following receipt of a written response or, if no written response is received, within seven days of the response deadline.

The HR Manager shall inform the employee of the date, time, and place of the meeting. The HRM shall be with copies of the employee's original grievance, all responses, and any written documentation previously submitted by the employee and the administration.

After the meeting, The HRM will then communicate the decision made verbally or in writing at any time up to and including the next regularly scheduled HRM&MD meeting.

General Information

The time limits above are subject to modification on a case-by-case basis due to operational requirements, leaves, in-depth investigations, etc. The Managing Director of Fides Tanzania Ltd shall have final authority to resolve any disputes regarding the implementation of this Complaint Procedure, including determination of the appropriate decision makers.

9.15 DÜMMEN ORANGE WHISLEBLOWING POLICY

The Company strives for high standards of transparency, decency and integrity. In order to ensure compliance with these standards, the Company expects Employees who suspect that serious issues exist within the Company to report them without needing to fear sanctions, repercussions and/or unfair treatment. This Policy is central to our effort to establish and sustain an ethical workplace environment and sound business practices. This Policy is however not intended to replace any existing internal procedures or rules for reporting issues.

Alleged Irregularities should be reported as much as possible to an Employee's direct manager in line with normal reporting procedures. If the Employee feels this is not reasonably possible or feels this is inappropriate for whatever reason, the Employee can follow this Policy.

For more details on this policy PLEASE SEE APPENDIX 1 at the end of this book.

9.16 PROBLEM RESOLUTION

Fides Tanzania Ltd is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from Fides Tanzania Ltd supervisors and management.

Fides Tanzania Ltd strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with respect. Employees are encouraged to offer positive and constructive criticism.

If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure. No employee will be penalized,

formally or informally, for voicing a complaint with Fides Tanzania Ltd in a reasonable, business-like manner, or for using the problem resolution procedure.

If a situation occurs when employees believe that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the following steps. The employee may discontinue the procedure at any step.

1. The employee presents the problem to his or her immediate supervisor after the incident occurs. (If the supervisor is unavailable or the employee believes it would be inappropriate to contact that person, the employee may present the problem to the Human Resources Department or the MD).
2. The supervisor responds to the problem during discussion or after consulting with appropriate management, when necessary. The supervisor documents this discussion.
3. The employee presents the problem to the Human Resources Department if the problem is unresolved.
4. The Human Resources Department counsels and advises the employee, assists in putting the problem in writing, and visits with the employee's manager(s).

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussing mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment.

10. **SUGGESTIONS**

As employees of Fides Tanzania Ltd, you have the opportunity to contribute to our future success and growth by submitting suggestions for practical work-improvement or cost- savings ideas. All regular employees are eligible to participate in the suggestion program. A suggestion is an idea that will benefit Fides Tanzania Ltd by solving a problem, reducing costs, improving operations or procedures, enhancing customer service, eliminating waste or spoilage, or making Fides Tanzania Ltd a better or safer place to work. All suggestions should contain a description of the problem or condition to be improved, a detailed explanation of the solution or improvement, and the reasons why it should be implemented. Statements of problems without accompanying solutions or recommendations concerning co-workers and management are not appropriate suggestions. If you have questions or need advice about your idea, contact your supervisor for help.

Submit suggestions to the Human Resources Department and, after review, they will be forwarded to the Suggestion Committee. As soon as possible, you will be notified of the adoption or rejection of your suggestion. Special recognition and, optionally, a cash award will be given to employees who submit a suggestion that is implemented.

11. CONCLUSION

This employee handbook is designed as a guide and self-management tool and not a contract. Should there be any conflicts between these descriptions in this booklet and applicable laws or constitution of Tanzania then the Laws and Constitution will govern.

Fides Tanzania Ltd reserves the rights to change policies, summarize this Handbook at any time. Fides Tanzania Ltd maintains the sole rights to interpret these policies. Any adjustments, alterations will be announced to all employees verbally and in writing. It is our greatest hope that you will abide and comply with these policies for mutual relationship with Fides Tanzania Ltd.

12. **APPENDIX 1: DUMMEN ORANGE WHISTLEBLOWER POLICY**

13. APPENDIX 2: KEY ISSUES IN DUMMEN ORAMGE CODE OF CONDUCT

14. APPENDIX 3: DISCIPLINARY CODES AND ITS CONCEQUENCES

15. APPENDIX 4: ORGANISATION CHART

IF YOU HAVE ANY COMMENTS OR SUGGESTIONS REGARDING THE CONTENT OF THE EMPLOYEE HANDBOOK, PLEASE DIRECT THEM TO HUMAN RESOURCES DEPARTMENT.

WISHING YOU A LONG AND REWARDING CAREER AT FIDES TANZANIA LTD!

FIDES TANZANIA – SHAMBA LANGU!