

COSTEK-ALMA



HUMAN RESOURCES POLICY MANUAL

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1.0 INTRODUCTION

1.1 Preamble

This manual describes the key policies and procedures that relate to Human Resources (HR) issues. This manual is framed on the premise that employees are the main source for competitive advantage for Costek-Alma. This manual also strongly recognizes that it is an innovative, skilled and highly motivated workforce that will facilitate achievement of the Company's business strategy.

1.2 Our Vision

To be an international premium service provider in construction consultancy

1.3 Our Mission and Core Values

To deliver world class quality construction consultancy services all the time through timely, accurate, innovative and socially responsive structures that optimize clients' returns on investment and achieve excellent customer experience.

The Costek Alma core values are as shown below;

1. Honesty and Integrity
2. Quality of service
3. Professionalism
4. Corporate Social Responsibility

1.4 Purpose of this Human Resource Manual

This Manual has been developed to provide all employees the basic tools and resources needed to administer their human resource teams ensuring a good working environment and motivation of a talented staff.

Costek Alma is committed to updating this Manual as policies, procedures, laws, national regulations and trends in HR management change and to provide consultation and technical assistance to employees in the administration of this and related HR documentation.

1.5 Our Human Resources Philosophy

Consistent with our Vision, Mission, Core Values and operating principles our HR philosophy is guided by the understanding that our success and fulfilment of all stakeholder expectations will be dependent on how well we attract, retain, and motivate an innovative team of employees. Our

HR philosophy demonstrates our commitment to supporting growth and success and promoting accumulation of knowledge to facilitate individual and corporate growth and success.

1.6 Principles

It is the responsibility of all staff to implement, support and facilitate the proper functioning of the HR systems that have been described here.

1.7 Interpretation

This Manual is subject to the Laws of Kenya and the ILO – International Labour Organization conventions as ratified by the Republic of Kenya. The Manual is also in line with the professional bodies guiding business and conduct of Quantity surveyors and related fields. It should be read in conjunction with an employee's contract of employment. In the event that there is a conflict between this Manual, Contract of Employment and the Law, the interpretation of the Law shall prevail, followed by the terms of the Contract of Employment.

Costek Alma Partners shall interpret the substantive or procedural aspects in this Human Resources Manual.

In the event of any conflict or ambiguity in interpreting the meaning of the substantive aspects mentioned in this Manual the Partners shall be the final authority in resolving the conflict.

1.8 Distribution and Control Procedures

This document is the property of Costek-Alma. The Partners are responsible for the control and distribution of this document.

1.9 Objectives

This Manual is formulated to assist Costek Alma achieve the following objectives;

- a) Foster cooperation and communication among supervisors and staff.
- b) Treat all employees in a fair manner, with dignity and respect.
- c) Promote harmony and teamwork in all relationships.
- d) Strive for mutual understanding of workplace standards and to reinforce that understanding.

- e) Seek persistently to avoid workplace conflict, and respond fairly and quickly to provide the means to resolve it.
- f) Administer all policies equitably and fairly, recognizing that jobs are different but each is important; that individual performance should be recognized and measured against predetermined standards; and that each employee has the right to fair treatment.
- g) Recognize and respect the relationship of each employee to the Mission of Costek-Alma.

1.10 Amendments

Costek Alma may in its discretion from time to time amend, alter or modify in whole or in part the contents of this Manual. The amendments, alterations and modifications shall take effect as soon as they are approved by the Partners.

2.0 DEFINITION OF TERMS USED IN THIS MANUAL

2.1 Categories of Staff

a) Contract staff

A Regular or contract staff member is any person employed permanently by Costek-Alma. Regular or contract staff will either hold open plan contracts with no fixed terms or fixed term contracts.

b) Employee under Probation

Employees under probation are staff members who have been issued with a letter of employment but have not been confirmed. Probation will be served for either 3 months or 6 months depending on the cadre of staff engaged. The Company may extend an employee's probationary period to a maximum of 12 months.

c) Interns and Internship Contract

These are students, professionals and partner community representatives with relevant training and interest in the area of work they are to perform in Costek-Alma.

2.2 Contract of Employment

This refers to that agreement between Costek Alma and an individual employee that spells out the terms and conditions of work and employment.

2.3 Family

In general a family shall consist of the person(s) an employee has officially introduced to the Company. They must be blood relatives and from their Nucleus family only.

a) Partner

This is a Man or Woman who has been officially introduced, in writing, to Company as a partner to the employee.

b) Dependent Children

These are the offspring, legally adopted, or children demonstrated to be fully dependent on the employee (Employee to provide proof).

2.4 Travel Allowances

All cost stipulated by Costek Alma to cater for meals, accommodation, local travel, and authorized communication needs which are provided while travelling on official duty.

2.5 Remuneration Package

This is the sum total of the cash and non-cash elements which accrue to an employee of the Costek-Alma. This package includes an employee's basic salary, performance based pay (PBP) allowances and benefits.

2.6 Statutory Regulations

These are the legal requirements guiding the employment relationship. Most are contained in the revised Labour Laws, 2007.

2.7 Next Of Kin

Assigned person who takes legal charge of an employee's affairs relating to employment in the event of the employee's incapacitation, death or infirmity.

2.8 Beneficiary

Employees' assigned legal heir/s to his/her final dues in the event of his/her death. The beneficiaries must be provided by the employee as part of their personal data. The beneficiaries receive the benefits of employment the employee will have accrued at the time of their incapacitation, death or infirmity.

2.9 Mentor

A mentor is a person helping another to achieve something that is important to them. It is about giving help and support in a non-threatening way, in a manner that the recipient will appreciate and value and that will empower them to move forward with confidence towards what they want to achieve.

3.0 RECRUITMENT AND SELECTION POLICY AND PROCEDURE

3.1 Policy Statement

- a) Costek-Alma's recruitment and selection processes aim to ensure that the best candidate is fairly selected on the basis of merit. The Company will always aim to attract and recruit the most appropriate person available. Recruitment and selection decisions will be based on consideration of the required attributes for effective performance.
- b) The Company recognises that fair recruitment practices are good recruitment practices. Costek Alma is committed to achieving equality of opportunity in the recruitment and selection of staff.
- c) All those, whether Company staff or consultants, taking part in the recruitment and selection of staff will be made aware of the policies and must ensure they are competent for this purpose.
- d) Some particular clauses of these policies on recruitment are applicable for permanent positions only. These will be indicated on the respective clauses.
- e) The Company will endeavour to provide opportunities to its existing employees should they meet the specifications of the vacant position.
- f) Internal candidates considered for appointment by way of promotion should have an annual performance rating of excellent and should not have been served with a warning letter in the last 12 months.
- g) The promoted employee will be placed on probation for a period of 3 or 6 months depending on the position the employee has been promoted to. Confirmation to the new position will only be done after completion of the probation period and the employees' performance is discussed and found to be satisfactory.
- h) When creating a new position it should first be established that the work cannot be covered by existing position holders.

3.2 Purposes of This Code

The aims of the policy are to ensure that:

- a) Appropriately qualified, experienced and motivated staff fill each position;
- b) Prospective and existing staff are treated fairly;

- c) Costek Alma maintains its commitment to the principles of equal opportunity; and
- d) The scope for discrimination in recruitment practices is largely eliminated

3.3 Definition of Recruitment and Selection

- a) Recruitment is the process of defining a job and attracting applicants for the vacant position.
- b) Selection is the process of choosing the most appropriate candidate to fill the position from among all those who apply.

3.4 Recruiting authority

- a) The Partners have overall responsibility for ensuring that the Company's Recruitment and Selection Policy is implemented properly and fairly.

3.5 Assessing the Vacancy

- a) It is the policy of the Company to offer developmental opportunities to staff where a vacancy arises. But the staff will have to participate in a competitive process to fill that particular vacancy.
- b) When a position becomes vacant, the supervisor responsible should review the post and consider;
 - i. Have the duties and responsibilities altered significantly?
 - ii. Are any tasks of the job no longer required?
 - iii. Is there a need to fill the vacancy at this time?
 - iv. Is the grade of the post appropriate?
 - v. Have any changes in organisational structure affected the post?
 - vi. What are the budgetary implications of filling the post?
 - vii. Can the duties be reorganised amongst the remaining team?
 - viii. Could any task of the job be allocated to other staff?
 - ix. Is this a staff vacancy, or is it more likely to be a short-term project or task?
 - x. Would the use of a fixed term non - renewable contract or consultancy be more applicable?

3.6 Job Analysis, Job description and Person Specifications

- a) Each position should have an accurate and up to date job description. This document should be a statement of the purpose

and main duties and responsibilities of the post and its position within the Costek Alma organisational structure. Once it is decided to fill a vacancy, it is essential that the role profile be reviewed, by supervisor to that position to ensure it is still an accurate reflection of the role and responsibilities of the job. Amendments should be made in consultation with job holders in related positions and jobs and requires approval.

- b) Job descriptions should adhere to the standard corporate format. Where job requirements have changed significantly, the Role Profile will be reviewed and amended.
- c) Each position should have an accurate and up to date Person Specification. This document shall detail the essential and desirable attributes required to carry out a job satisfactorily. Person specifications should adhere to the standard corporate format. An accurate person specification is the key tool to a fair selection process. This should state the essential and desirable skills and abilities necessary for the successful performance of the job. The person specification will be used to provide information for the shortlisting of candidates for interview and on which base any other techniques for assessing candidates. It will also provide the criteria against which candidates will be evaluated.
- d) In that regard;
 - i. Essential criteria are those qualities which are necessary for performance of the job at a satisfactory level from the first day in the job. They represent a minimum standard and an applicant lacking an essential criterion will not be appointed to a vacancy. The over specification of essential criteria can lead to the unfair exclusion of good applicants.
 - ii. Desirable criteria are those which would enable an applicant to perform the job more effectively. The setting of criteria covering personal qualities and circumstances must be justifiable in terms of the requirements of the post and be applied to all applicants.

3.7 The Procedure of Recruitment

- a) This procedure applies to all positions within Costek-Alma, which are of a permanent and contract nature and to all staff employed by it.
- b) The procedure must be used for filling all vacancies whether from internal or external advertisements.

- c) All vacancies shall be advertised using appropriate media as determined by the organisation and user department.
- d) No vacancy will be advertised until all the relevant documentation has been completed.
- e) Strict adherence to the policy will help to ensure that the Costek-Alma maintains control of management costs, has adequate human resource controls and complies with all relevant legal frameworks and generally acceptable practices.
- f) Respective supervisors will be responsible for the implementation and monitoring of the recruitment and selection procedures. They will ensure that all relevant legislation is adhered to.

3.8 Advertising the Vacancy & Types of Recruitments.

The following points should be considered when writing the job advertisement:

- a) The design and development of the advert shall be done in conjunction with the marketing department always.
- b) The Advertisement should include a brief of the organisation and the position being advertised for.
- c) Ensure the advertisement is brief and to the point and is placed in the appropriate media in order to attract the right applicants.
- d) Take care with the wording of the advertisement in order to avoid any form of discrimination or the provision of misleading information.
- e) Base the advertisement on the information contained in the job description. The advertisement should give the key responsibilities and competencies required and should include information on the type of contract being offered.
- f) State clearly the information the candidates are supposed to provide e.g. the curriculum vitae, cover letter, names, phone number and email addresses of the at least 3 referees.
- g) State clearly media of submitting application – the Costek Alma will encourage use of a variety of media to create awareness to a wider group of people.
- h) State clearly that the Costek Alma is an equal opportunity employer.
- i) State clearly the closing date for applications and that only short listed candidates will be contacted, and if possible, a date when

interviews will take place so that candidates can arrange to be available on that day.

- j) The appropriate medium to use to advertise will largely depend on the type of recruitment to be done. The advertisement can either be in the local print media (Newspapers), Costek Alma website, employment agencies, job centres, notice boards, relevant publications and circulation to the corporate networks.

3.9 The Recruitment Process

All interested candidates shall be requested to channel their documents to the Partners. A record should be maintained of the suitable applications received.

3.10 The Selection Process

The aim of these guidelines is;

- i. to increase the likelihood of appointing the candidate who best matches the organization's requirements
- ii. to provide a structured approach to selection and evaluation
- iii. to enable the recruitment panel to develop objective evaluation tools

3.11 Selection Planning Meetings

The recruitment panel should meet to plan the selection process, including agreeing on whether to use a consultant, and decide on criteria for picking the consultancy, as well as the consultants terms of reference.

Then perform the following, depending on the outcome of above.

- a) Develop the selection criteria, including minimum criteria; also develop notice/advertisement, etc.
- b) Decide on date for screening of CVs. Screening should be based on the minimum qualifications of the position.
- c) decide on date for short listing, and develop a simple evaluation sheet for short listing purposes
- d) decide on date for interviews and develop interview questions; also agree on interview format
- e) Re-assess the selection criteria that will be used to evaluate candidates
- f) Develop the interview evaluation forms based on the selection

criteria, including the scoring system and weighting of key attributes, where necessary

- g) Determine if any skills test or other quantitative assessment tools will be required, and liaise with the relevant department to ensure these are available on the date/s the interviews are scheduled to take place.

3.12 Screening and short listing

- a) All applications will be screened by a panel of at least 3 members.
- b) All panelists are required to read and understand the guidelines on recruitment and selection procedures.
- c) It is preferable to have a minimum 3 candidates for the final selection process.
- d) After the closing date of recruitment there will be need to file copies of CVs and covering letters, the job description and person specification, short listed candidates and the shortlist summary criteria.
- e) Criteria from the job competencies and person specifications will be used to shortlist applicants for interview, based on the ability to demonstrate fulfillment of each of objective or non-discriminatory criteria.
- f) If the short listing panel decides that additional selection methods as well as interview will be used, for example typing tests, presentations etc., and details of these methods, together with criteria for assessment should be discussed and agreed on at this stage.
- g) References will be requested at this stage unless a candidate expressly requests that this should not be the case. Candidates who fail to provide references shall be disqualified.

3.13 Credit Referencing

Costek Alma will check on the shortlisted candidate's financial and professional history to confirm that they have been professional and have integrity in the conduct of their activities. .

3.14 Criminal Convictions

A criminal conviction or pending court case shall not in itself be the basis for disqualification in employment. The interview panel shall consider

matters of character, reformation and any other evidence in considering such cases.

3.15 Interviewing

The following arrangements must be made well in advance:

- a) All interviews will be conducted in a fair and consistent manner and must be structured and systematic. Interview assessment forms should be used to record each interviewee's performance assessment.
- b) Arrange or prepare any tests that would establish actual competence or skill level. Tests or exercises should directly relate to the level of skills and experience required to fill the position. Tests should be free of any bias that may favour or disadvantage any particular groups. If the interview is to include any tests, the candidates may be informed in advance.
- c) Candidates should be contacted with the following information or questions:
 - i. Date, time, duration and place of interview.
 - ii. The interviewee is expected to carry original copies of their certificates
 - iii. Whether they have any disability that will require special facilities
 - iv. The interviewee should be asked whether travel or accommodation needs will affect their availability for the interview. Be explicit that Costek Alma does not take care of travel and accommodation costs
- d) A minimum of three panellists will form the interview panel one of whom will be the head of the user department. Other members of the panel should include employees from other departments.
- a) If any member of the panel is listed as a reference or is related to a candidate, such a person should not participate in the interviews. Panellists should disclose any relationship or knowledge of the candidates prior to the interview.
- b) The structure of the interviews should be decided in advance by determining who will chair each panel, what areas of questioning

are required and the panellist to cover those areas to ensure all of the elements of the job and personal specification are covered.

- c) The constitution of panels for Associate QS'a and supervisors positions may vary.
- d) It is useful to develop a consistent method for rating skills and attributes prior to beginning the actual selection process. This may include a weighted scoring system, where the raw score is multiplied by a factor to increase its relative importance.
- e) Candidates are required to bring proof of original academic papers for verification.
- f) Panel members will be issued with interview packs prior to the day of interviewing. These will contain: copies of all application documents, job description and person specification, interview score sheets and summary forms.
- g) They will inform candidates when they can expect to know the outcome of the interview and when to expect feedback. All questions will be objective, non-discriminatory and will relate directly to the skills, knowledge and experience required by the position holder.
- h) Once all the candidates have been interviewed, interview summary sheets must be completed for each, clearly stating the outcome and providing objective, clear reasons as to whether a candidate is qualified for the position.
- i) All papers, including notes taken during interview should be returned to the head of department who will contact the successful shortlisted candidates.

3.16 Making the Decision

- a) A decision to hire should be made within a period of two weeks, upon conclusion of the interview. The information obtained in the application, the interview, any selection tests carried out and in references will be used to make the final decision.
- b) A shortlist of probable candidates should be forwarded to the managing director for vetting.
- c) Panel members should meet immediately after the interviews to assess the candidates. The chair of the panel must ensure a written note of the reasons brought forth is presented to the decision making body.

- d) Where a candidate has a disability for which adjustments need to be considered, Costek Alma will endeavour to make adjustment to the premises, practices or equipments.
- e) Internal candidates who do not make it in the interview shall be provided with information highlighting possible areas for improvement. The assessment sheets used at short-listing and interview and the chairs notes should be used to provide feedback.

3.17 Use of References

- a) When seeking references, it is important to seek precise information and confirm facts, such as length of employment, relationship of the applicant to the referee, job title, and brief detail of responsibilities, reasons for leaving, performance, and any other relevant information.
- b) Costek Alma encourages face-to-face interaction with referees where possible. Telephone references should be avoided, but where time pressures or the location of the referee dictates that this may be appropriate, this can be waived. However care must be made to ascertain the identity of the person to whom one is speaking to.
- c) The information provided by both the applicant and the referee should be of a confidential nature and be handled with caution.

3.18 Employment of Related People

- a) A close family relationship is defined as a spouse or partner, parent, aunty, uncle, sister, brother, child, niece, nephew, grandchild and other close relative.
- b) We recognise that in any community it is inevitable that some relatives may work together. It is company policy that equal opportunity for employment must be granted to all interested individuals without any prejudice.
- c) It is agreed that staff or elected members may not take any part in a selection process where an applicant is a relative or a close friend.
- d) Candidates shall disclose any relationship they have with company employees at the point of completing the standard application form. Failure to disclose any such relationship may be held against the candidate.

3.19 Rehiring Former Employees

Former staff members, with the appropriate qualifications, experience, and motivation, will be considered along with other applicants, where external applicants are sought. Reasons and manner of exit shall be part of factors to be considered when rehiring the candidate.

3.20 Medical Examination

- a) Medical examination is an essential employment requirement of Costek-Alma. However, this clause shall not be used to deny a candidate employment at Costek-Alma.
- b) Medical examination shall be carried out by a company appointed doctor. All feedback received shall be held under strict confidentiality by the HR department.
- c) The Company does not authorise testing for HIV and AIDS for individuals as part of their routine employment medical examination.

3.21 Making Offer Of Employment

- a) All appointments must be made on merit and must reflect the candidate who most closely meets the requirements of the job as laid out in the person specification and the role profile
- b) Letters of appointments should be given to the successful candidates prior to reporting on duty.
- c) Once the successful candidate accepts the offer, unsuccessful short-listed applicants should be informed the position has been filled.
- d) It cannot be overstated that where a conditional offer has been made, a person cannot start employment until the conditions have been satisfactorily fulfilled.

3.22 Personal Information

- a) Each staff member shall complete a personal data form before or on appointment. This form should be returned to Costek Alma in order to complete administrative arrangements in connection with his/her appointment. The form will be filed in the employee's personal file.

3.23 Probation, Induction & Confirmation

- a) The probationary period shall apply to newly appointed staff for a period that would be specified in the letter of appointment as proposed below.
- b) Where a staff member is internally appointed, at the discretion of the Partners a probationary period may be given especially when the new position is substantially different from their previous position.
- c) In addition, where an existing member of staff, whose position ceases to exist as a result of reorganization, is re-deployed into a new position , that member of staff may be given a probationary period in the new position which should be specified in the letter of appointment.
- d) All new employees will receive adequate induction to their new positions, service area and Costek-Alma.
- e) Respective supervisors will prepare an induction schedule and implement it once the right candidate is selected.
- f) The length of a probationary period shall be a minimum of three months and a maximum of six.

3.24 Confirmation

- a) All employees serving probation shall be required to take a probationary appraisal before confirmation. The Partners will give written confirmation of appointment to the staff member.
- b) If, at the end of the probationary period, the member of staff has not met the required expectations and employment cannot be confirmed, that staff member may be given a further probationary period if more time will assist in raising competence. Otherwise, their employment shall be terminated.
- c) The confirmation process should not take longer than a month from the date of expiry of the probation period.

3.25 Employment of Consultants (Contract for Services)

Consultants on long term assignments shall be governed strictly by the pronouncements in their contracts. They shall not be eligible for ANY benefits and allowances other than the outlined remuneration in the contract.

3.26 Records Keeping

- a) Each Supervisor is responsible for keeping records of the recruitment and selection process which involved a member of his team.
- b) At the start of the recruitment process, a file should be opened for the vacancy.
- c) Relevant documents for the file include:
 - i. Recommendations arising from review of vacancy
 - ii. Further particulars including the job description and employee specification
 - iii. Correspondence regarding the company approval for filling vacancy
 - iv. Copy of advertisement and list of where advert placed
 - v. List of all the Selection Committee members
 - vi. All completed application forms, CVs and supporting letters of shortlisted applicants.
 - vii. Any notes/complete matrices from short listing
 - viii. Notes from pre-selection tests and interviews

4.0 INTERNSHIP POLICIES AND PROCEDURES

4.1 Purpose

- a) The purpose of this policy is to establish a clear framework that will guide and give direction, to the management of all intern programs and training within the Costek-Alma.
- b) An intern is a student seconded by an institution acquire practical work experience in line with their field of study or a student employed as a temporary while on vacation.

4.2 Principles of internship

This policy document is guided by the following principles.

- a) Supervisors are supposed to identify strategic areas upon which the internship should be implemented.
- b) All interns should upon appointment be made aware of their rights and obligations.
- c) All supervisors will be expected to mentor interns throughout their learning period and to ensure that internship agreements are being honoured

4.3 Objectives

The objectives of this internship policy are;

- a) To provide an opportunity for interns to use the workplace as an active learning environment.
- b) To provide opportunities for new entrants with a view to acquire skills that would make them employable.
- c) To assist students to obtain required practical experience and to complete their qualifications.
- d) To provide Costek Alma with an opportunity to compile a database of prospective employees for future recruitment purposes

4.4 Recruitment of Interns

The Company will allocate slots for the number of interns it can take up at any given time. Supervisors are expected to fill all the agreed internship positions as per policy.

4.5 Terms of Service

- a) An internship shall not exceed a maximum period of 6 months in any one year from the time of entry.

- b) Interns shall be expected to adhere to the rules and regulations as set out in this manual.

4.6 Attendance of Training Programs

During their period of engagement, interns will attend any in-house trainings provided for all staff members.

4.7 Monitoring And Evaluation

- a) On completion of 3 months internship period, an evaluation of performance by the supervisor will be carried out to provide constructive feedback from both parties. Subject to a positive report, the period may be further extended for 3 months.
- b) At the end of internship period, the intern will prepare an end of internship report which should be discussed with the supervisor in an exit interview.

4.8 Termination

- a) Placement will come to termination three or six months from the day of inception.
- b) Either party hereto may terminate this agreement by giving one-week written notice to this effect.

5.0 LEARNING AND DEVELOPMENT

5.1 Introduction

This Costek Alma Learning and Development Policy applies to all staff and aims to support the professional and personal growth through the acquisition of appropriate skills and competences, recognising potential and equipping everyone to address the challenge of a changing environment and a matrix organisation.

5.2 Philosophy and Principles

This policy shall be guided by the following principles;

- a) Learning and development makes Costek Alma a more effective institution.
- b) Learning and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills.
- c) We believe that learning and development is a continuous process and staff are encouraged to benefit from this.
- d) Our approach to the provision of learning and development should start from the identified needs.
- e) Reasonable time and financial support may be allocated to support learning and development.
- f) Costek Alma is committed, to the creation of learning and development opportunities for all staff.
- g) We will monitor and evaluate learning and development activities so as to continually learn and improve provision of services.
- h) Costek Alma seeks to ensure that development opportunities are available for all. This principle does not, however, imply an automatic right of individuals to particular development activities or a right to undertake development actions within specified periods of time.

5.3 Responsibility for Training

- a) The process of learning and development is most effective when each individual takes responsibility for his or her own learning. This includes taking an active role in planning one's own personal

development, undertaking agreed development activities, and evaluating the effectiveness of these.

- b) Supervisors are responsible for providing support and guidance in relation to the learning and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action can be taken as a result.

5.4 Training Priorities and Criteria

- a) Priority will normally be given to those Company specific needs identified via the performance review process.
- b) All learning and development activity will be monitored and evaluated to ensure that financial resources are deployed to achieve value for money and a cost effective delivery of needs.

5.5 Training Needs Identification and Analysis

- a) Development needs may be identified at several levels: those that apply to the organisation as a whole, those at a group or team level and those which apply to a particular individual.

5.6 Training Plans

- a) Each Supervisor will prepare their annual training plan and budget.
- b) The training plan will summarize the development needs identified at the organizational level.

5.7 Induction and Orientation

- a) An effective induction process is important for settling new members of staff into Costek-Alma.
- b) It involves both ensuring that the person has the necessary skills and knowledge to perform their role effectively, and familiarizing them with the detail of the work that they will be performing. The supervisors is responsible for monitoring the progress of the newmember of staff, and for ensuring that any development needs are identified and met.
- c) A full induction programme will be available to all new members of staff.

- d) Induction and Orientation is ultimately a supervisors responsibility; however some areas of the program can be delegated to other members of staff. The following points should be noted:
- i. The orientation program must be prepared and planned before the new staff member arrives.
 - ii. The supervisor should be easily available during the new staff member's initial weeks.
 - iii. The orientation should be a gradual and logical process that is comprehensive and structured.
 - iv. Supervisors should listen to employee's views when planning future programs.
 - v. At the end of the orientation period, a review should be carried out to observe the adjustment and understanding of the individual and assess his/her performance.

5.8 Induction Checklist

- a) A supervisor is responsible for the structured induction of the employee into Costek-Alma.
- b) The induction programme should cover the following aspects:
 - i. The Company's history, services, and network
 - ii. Other operations
 - iii. Organisation structure and senior management team
 - iv. Basic conditions of employment
 - v. Pay and benefits administration – disbursement, deductions, queries etc.
 - vi. Leave of absence and relevant conditions
 - vii. Travel rules and approvals
 - viii. Conduct rules
 - ix. Grievance Procedure
 - x. Other significant operational practices

5.9 Study Leave

- a) Employees may be permitted to take up to a maximum 5 days per year paid leave for the purposes of study or exams in any year when undertaking long-term study. Any additional time required must be taken as annual leave or unpaid leave.
- b) No study leave will be granted for resits.

- c) Where an individual is undertaking a formal qualification primarily in their own time, Costek Alma will consider applications for paid study and exam leave. The timing and amount of leave allowed for these purposes is at the discretion of the Partners.
- d) An individual who wishes to take study leave should provide the Partners with details of the course for which they wish to study and his/her reasons for the application for study leave. Documentary evidence of examination dates or college workshops may be required. Such details must be provided at the commencement of the course.

5.10 Career Management and Development

- a) Career development is the process by which an employee and their Supervisor jointly plan the employee's career growth.
- b) This process has been established in order; to maximize the human potential in the organisation; to enable the organisation to plan and provide for future human resource needs and to ensure a good fit between job requirements and employee skills and competencies.
- c) The employee's role is to;
 - i. Conduct objective self-assessment of knowledge and skills, accomplishments, effort, ambition, etc.
 - ii. Seek information on training opportunities
 - iii. identify career path opportunities
 - iv. Understand and exceed the expected standards of performance in the current job
- d) The role of the supervisor is to;
 - i. develop effective counseling skills and techniques
 - ii. provide information on career development opportunities
 - iii. identify career path opportunities
 - iv. Identify training needs
 - v. Assist in the development of career development plans
 - vi. Avoiding unrealistic promises or projecting your own expectations; also manage employee expectations
 - vii. Observing and assessing employee performance
 - viii. Facilitate the employee in developing their potential and performance

5.11 Membership to Professional Associations

- a) Costek Alma shall encourage staff and institutional membership to professional bodies.
- b) Subscription to professional associations shall be the responsibility of the individual employee. The Company may consider payment to a professional association where that membership is deemed beneficial to the organisation.

5.12 Succession Planning

- a) Costek Alma will have a succession plan in place.
- b) The goals of the succession planning policy include;
 - i. To ensure high quality replacements for those individuals who currently hold positions that are key to business continuity. The positions targeted will be mainly at the management level but may also include those at other levels, as identified by the Partners.
 - ii. To identify individuals within Costek Alma who hold the skills and potential to rise within the company and to nurture their advancement.

5.13 Training Resources

- a) Training and development activities required by Costek Alma will usually take place during work time but may take place during evenings and weekends.
- b) Supervisors will ensure staff get briefed on any training that other members have attended.

5.14 Evaluation

- a) Learning and development activities will be evaluated, in respect of their effectiveness from both an organizational and a personal perspective.
- b) The performance review process is the primary means of evaluating training and development of all types. .
- c) Annually a brief report will be produced by supervisors for the Managing Director summarizing the impact of training and development on work performance and any relevant feedback from any staff survey.

6.0 PERFORMANCE MANAGEMENT

6.1 Introduction

- a) Costek Alma holds that a good performance management will ensure systematic and continuous performance improvement for the organisation, teams and individuals along agreed objectives.
- b) Performance management processes enable each employee's contribution to the goals of the organisation to be recognised.

6.2 Our Performance Management Philosophy

- a) Performance management processes provide an opportunity for employees to discuss development goals and jointly create a plan for achieving those goals. The processes aim to motivate and empower people to perform their work roles effectively, acknowledge achievements and to support ongoing personal and professional development.
- b) Performance management processes further assist employees to develop their understanding, knowledge and skills, enabling them to contribute to the achievement of the organisation's goals and gain personal and professional satisfaction. At Costek-Alma, the process is an integral component of quality human resource development.

6.3 Basic Principles

The following are the guiding principles for the Costek Alma Performance Management Policy.

- a) Performance management is a two-way process between supervisors and employees, negotiated between both parties and focused on the achievement of agreed goals.
- b) Performance management and appraisal is intended to measure the employee's performance against the requirements of the current job and provide objective appraisals based on job related factors.
- c) The responsibility of appraising staff rests with the respective supervisors.
- d) It is essential that all those involved in performance appraisal should receive training to ensure that they acquire the necessary knowledge and skills.

- e) supervisors will make work expectations clear to employees and establish procedures that actively and effectively enable the development of each employee's performance.
- f) Active and constructive participation in performance management will be encouraged by the company by recognising and valuing all contributions, ensuring fair and consistent treatment of employees and seeking feedback on performance management processes.
- g) The following principles underpin this policy:
 - i. honesty, openness and transparent processes
 - ii. focus on continuous improvement
 - iii. equity and fairness
 - iv. mutual obligation
 - v. explicit agreed expectations
 - vi. empowering and supportive culture

6.4 Objectives of Performance Management

The objectives of the policy are:

- a) To develop staff and enhance their productivity by ensuring that performance is reviewed periodically
- b) To ensure that individual development plans are tied to business objectives and Job Descriptions.
- c) To provide guidelines on the company's performance management system

6.5 Key Elements

The following key elements make up the Performance Management Framework:

- a) an explicit and up to date JD which reflects the skills and competencies required.
- b) effective induction processes which explain and confirm expectations, particularly where work locations and /or roles have changed
- c) performance planning which establishes the link between organizational or work unit goals and agreed indicators of individual performance
- d) recognition which explicitly acknowledges achievement
- e) feedback and review which enables employees and supervisors to

identify areas for improvement and learning and development opportunities.

- f) grievance procedures which enable employees to have any matters of concern addressed
- g) addressing underperformance which ensures that ongoing issues are identified and resolved.
- h) An operative performance management for Costek Alma system shall consist of:
 - i. A process for communicating employee performance expectations, maintaining ongoing performance dialogue, and conducting annual performance appraisals;
 - ii. A procedure for addressing employee performance that falls below expectations;
 - iii. A procedure for encouraging and facilitating employee development;
 - iv. Training in managing performance and administering the system; and
 - v. A procedure for resolving performance related disputes.

6.6 Frequency of Appraisal

- a) This policy recognises that performance management is an on-going process involving informal and formal discussions between the superior and subordinate throughout the year. Appraisal reports are required to be submitted annually but the appraisers are encouraged to maintain continuous assessment throughout the year.

6.7 The Personal Development Plan.

- a) The personal development plan provides a clear development action plan for individuals which may include formal training but is also likely to incorporate a wider set of development activities such as a self managed learning, evening classes, distance learning, project working, taking new responsibilities (job enrichment) etc.
- b) The purpose of personal development plan may concentrate on the development required to improve performance in the current job. It may extend to the development required for

future moves and is thus part of a career development and planning process.

- c) Once the desired skills and competencies are identified individuals will agree with supervisors and the management how to achieve the development goals. The plan will include details such as:
 - i. The form of training
 - ii. The learning activity- self managed, distance learning, part time or full time.
 - iii. Duration of the course
 - iv. The institution of learning

6.8 Job Description

A standard format for role profiles exists for Costek-Alma. The JDs shall be updated continuously and this should be verified and communicated during the appraisal exercise.

6.9 Key Performance Indicators (KPIs)

- a) KPIs should be derived from the JD. They need to be specific, measurable, achievable, realistic and time bound (SMART).
- b) They should be discussed and agreed between the employee and supervisor to ensure that they directly relate to the organization's strategic plans.

6.10 Responsibility for Appraising

- a) Performance appraisal should be carried out by the employee's immediate supervisor and reviewed by the immediate supervisor of the appraiser.

6.11 Linkage to PRP and Individual Career Development Plans.

- a) PRP shall be based on individual KPIs developed and agreed through the performance management process.
- b) Performance appraisal reports will be criteria in employee and career development and also other HR related decisions.

6.12 Performance Appraisal Discussion

Performance appraisal discussion is a discussion between the appraiser and appraisee, and should cover the following areas:

- a) A review of performance for the past performance period

- b) Identification of strengths and weakness of the appraisee and ways to optimize the strengths and overcome the weaknesses
- c) Appraisee's ideas and career expectations
- d) Plans for the appraisee's training and development plans
- e) Changes in role profile
- f) KPIs for the coming period
- g) Any assistance or help required for the job to be performed better

6.13 Appraisal Guidelines

The annual performance review process is conducted along the following guidelines:

- a) At the end of the work cycle, supervisors shall evaluate employees' performance during the past year compared to their performance expectations. They shall use verifiable information collected and documented throughout the cycle to determine the extent to which actual performance has met the expectations defined in the work plan.
- b) The appraisal form shall first be completed by the employee, before this is forwarded to the supervisor.
- c) Supervisors shall discuss the appraisals with their employees. Both supervisor and employee shall sign and date the completed performance appraisal indicating that the discussion has taken place. Refusal to sign the form shall be interpreted as existence of a dispute.

6.14 Appeal System

Any dispute arising from performance management and planning shall be arbitrable in accordance with the Company Grievance Resolution Policy.

7.0 SALARIES, BENEFITS AND ALLOWANCES

7.1 Compensation Philosophy

- a) Costek Alma maintains a compensation program reflective of its mission and values. We consider the competitive market rates, the relative value of each position to the Company, individual performance, qualifications, and experience when compensating employees.
- b) Our compensation program is designed to enable us to successfully attract, develop, retain, and reward employees for their knowledge and contributions. We compensate all employees on an equitable basis without regard to race, color, gender, national origin, age, disability or status.

7.2 Purpose and Applicability

- a. This policy establishes guidelines for **(a)** the revision and adjustment of salary structures; **(b)** the administration of individual salaries upon salary structure revision and adjustment; and **(c)** the development and maintenance of other employment payments

7.3 Principles

- a) Fairness: The salaries paid should be fair and in keeping with Costek-Alma ethos.
- b) Salaries should be related to the job and its agreed evaluation.
- c) Differentials: Our salary structure shall not lead to unacceptably large differences between higher and lower paid staff, either between salary grades or within teams.

7.4 Job Evaluation and Grading

- a) As much as possible our remuneration review shall be guided by the principles and practice of job evaluation.
- b) The frequency for this exercise will be agreed upon by the Partners and the Board.

7.5 Performance Related Pay Scheme (PRP)

- a) Costek Alma may put in place a performance-based reward scheme, where a portion of an employee's salary is pegged to their work performance.

- b) All staff members on the payroll at the start of the financial year qualify to participate in the scheme.
- c) Staff will be disqualified from participation for the following reasons; being dismissed (termination by the company) from employment and/or receiving a warning letter during the period under review

7.6 The Salary Scale

- a) Costek Alma does not run a formal salary scale for the jobs in the organisation. However, it recognises the need to remunerate jobs competitively based on market rates information and also internal competitiveness of the jobs.
- b) The Company offers more than one rate of pay to employees performing either identical or similar kinds of work.

7.7 Acting (Position) Allowance

- a) The Company accepts as a fact that from time an employee may not be available to discharge his duties and responsibilities in terms of the contract of employment.
- b) We also accept and recognise that from time there would be a need to appoint another employee to discharge the duties of another employee who is absent or a job which is vacant.
- c) We also believe that acting in a position provides an employee with a chance to grow and develop as a professional in the Company.
- d) An employee is deemed to be acting in another post when he/she has been authorised, by the Partners to act. One could be asked to act in a position higher than the one s/he is holding or in a horizontal position.
- e) An employee who acts in other posts is still responsible for his original duties, functions and powers.
- f) There is no additional remuneration or allowance for acting. However, the organisation will avail all necessary resources and support to any employee in acting capacity.

7.8 Staff Advance and Emergency Loans

The Company is under NO obligation to grant staff loans, emergency loans or salary advances.

7.9 Overtime

- a) It is Company policy to encourage employees to manage their work within the provided time..
- b) No overtime is paid by the Company except in the cases where an employee's employment contract allows.

7.10 Service pay

Costek Alma does not pay Service Pay. This is guided by the Employment Act, 2007 (Part VI 35 [6]). This provides for payment of service pay where employees are not registered members of the NSSF.

7.11 Pension scheme

- a) Costek Alma has a Pension Scheme to which all employees, on confirmation, are entitled to join.
- b) The Company will contribute a given percentage of an employee's basic salary to the Scheme. The employee will also contribute an agreed percentage to this pension scheme.

7.12 Deductions

- a) The Company only makes statutory deductions from an employees salary. It also will recover any other monies owed to it by an employee.
- b) The Company will at all times ensure that total deductions do not exceed two thirds of your gross pay.

8.0 ATTENDANCE, WORKING HOURS AND LEAVE

8.1 Philosophy

- a) Costek Alma believes that all workers should willingly be able to attend to work given and take time off to rest and recuperate.
- b) We therefore encourage employees to avail their annual leave in a planned manner with due regard to work arrangements and project assignments of the Company.

8.2 Work Timings and Holidays

- a) Employees are expected to work on average about 45 hrs a week, based on a Monday to Saturday work week. The Partners will from time to time make adjustments to the working hours based on emerging work demands.
- b) The Company will respect all national and international holidays gazetted by the Government of Kenya as non working days.

8.3 Attendance

- a) All employees are required to ensure they attend work on all designated times and dates either in the office or the field. Given the nature of our business, employees will be expected to have high levels of integrity and self supervision on this.
- b) Supervisors will seek an explanation from employees who are absent without leave/permission or are late.
- c) Employees must obtain prior permission from their respective supervisors before leaving the premises on account of official work or for other reasons during working hours.

8.4 Handling Absenteeism and Late Coming

- a) Supervisors will endeavour to talk to employees who come late or are absent without leave of absence or a valid reason at the first instance.
- b) Persistent latecomers will be dealt with as per the Conduct and Discipline rules as indicated in Chapter 11 of this Manual.

8.5 General Provisions Governing Leave

- a) Leave is a legal entitlement for all permanent and contract employees; however the decision as to when one can take leave should be a mutual agreement between the staff and the

Company. The official leave form must be filled and signed off before the individual proceeds on leave.

- b) Costek Alma employees are entitled to 21 working days annual leave on full pay, based on a Monday to Saturday work week, after every twelve consecutive months of service, as long as a leave application has been approved by the Partners.
- c) This annual leave entitlement shall be in addition to all public holidays and weekends. It is the desire of the Costek Alma that employees take leave in manageable proportions as agreed with the supervisor.
- d) All employees on probationary contracts, of between three and six months, shall be entitled to 1.75 days leave per month. This leave shall be due only to those who will have completed two or more consecutive months of service.

8.6 Forfeiture of Leave Days.

- a) Any leave days not taken and used 18 months after the end of that leave earning period shall be forfeited without notice.
- b) Employees must ensure they utilise their over half of their valid leave days within the first 12 months after the leave earning year, and the balance within the next 6 months.

8.7 Application for Leave

- a) All leave requests must be made at least 7 calendar days before the effective date.
- b) No employee shall be allowed to proceed for leave before the necessary approval has been received and signed by the respective supervisor.

8.8 Sick Leave

- a) Staff shall be entitled to a maximum of 30 working days sick leave on full pay and thereafter to a maximum of 15 working days sick leave on half pay in each period of twelve months consecutive employment upon production of a doctor's letter certifying your incapacity during the period the sick leave is claimed. Any additional time off due to illness or incapacity will be taken without pay.

- b) Where an employee is absent from work for 45 days in any given year, the Company will make a decision on the individual's employment.
- c) Any employee who is unable to work owing to long term illness or injury shall inform the Partners within the period of sick leave. The Partners shall then communicate any company decision to the worker regarding their employment.

8.9 Maternity Leave

- a) This maternity leave entitlement shall be administered in line with the Employment Act, 2007, Part V, section 29. A female employee shall be entitled to 90 calendar days of maternity leave.
- b) For purposes of proper management of staffing, a female employee who intends to take maternity leave shall give notice to the supervisor specifying the expected dates of her leave.

8.10 Paternity Leave

- a) A staff member whose recognized partner¹ is expectant is entitled to two weeks paternity leave with full pay.

8.11 Compassionate Leave

- a) An employee will be entitled to take one calendar week compassionate leave, in the event of the death of a close relative, i.e. parents, spouse, child, or sibling. Such leave shall be at full pay, and shall not count towards your annual leave entitlement.

8.12 Urgent Private Business

- a) The Company encourages employees to undertake any private business at their own time and not disrupt work. However, in given circumstances, employees shall be allowed time off to attend to their urgent private business. Permission must be sought from the respective supervisor before one proceeds to take such time off.
- b) Any time off taken that shall amount to more than half a working day shall be considered as leave and deducted from that employee's leave days. Persistent use of this facility may be deemed as leave and will be deducted from that employee's leave days.

¹ A recognised partner is that who has been introduced to Costek-Alma. The Company will always recognise only one partner for each employee. See definition of Terms in Chapter 1.

8.13 Unpaid Leave

- a) Individuals who may have exhausted their annual leave may still apply for unpaid leave to attend to emergencies.
- b) However, anyone wishing to take such leave is still required to complete a leave application form, which will require approval by their supervisor.

8.14 Leave Rules on Separation

- a) No leave shall be granted to any employee serving notice of separation. The employer will have the option to send an employee on compulsory leave during such notice period.
- b) When an employee separates from the Company and there is unavailed annual leave to his/her credit, he/she shall take up the leave together with any pro-rata entitlement at the end of his employment period either within the required notice period or immediately after the notice period, as decided at the sole discretion of Costek-Alma.
- c) Unclaimed annual leave may be encashed or compensated in the notice period for which he will be paid as per leave encashment formula. Upon resignation, termination, retrenchment and other cases of final separation, annual leave earned up to the notice period will be paid.

8.15 Absence from Duty without Authority

- a) If the absence of an employee is not covered by any of the types of leave mentioned above or if the employee proceeds on leave without approval, or fails to report for duty either on expiry of leave or otherwise, the employee will be deemed to be absent without leave and appropriate disciplinary action may be taken as per the Conduct and Discipline rules in Chapter 11 of this Policy.
- b) If the period of such absence exceeds seven consecutive working days, the Management may, at its sole discretion, strike the name of the employee from the roll of the Company on grounds of abandonment of employment as per the Employment Act, 2007, Part VI, section 44².

² Justifiable grounds for dismissal include; where without leave an employee absents him/herself from the place appointed for the performance of their work.

9.0 MEDICAL, SAFETY HEALTH, ENVIRONMENT & SECURITY

9.1 Medical, Safety Health and Environment & Security Statement

- a) Costek Alma is committed to ensuring a safe and healthy working environment for staff and visitors to the company and all other workplaces across the organisation, in accordance with its legislative obligations.
- b) Specifically, the Company is committed to providing and maintaining:
 - i. control of the health & safety risks arising from work activities
 - ii. a safe place of work with safe means of entry and exit
 - iii. safe plant, equipment and systems of work
 - iv. a safe and healthy working environment
 - v. arrangements for the safe use, handling, storage and transport of articles and substances
 - vi. necessary information, instruction, training and supervision to protect safety and health at work
- c) Costek Alma is also committed to injury management aimed at the early and safe return to work of injured staff.
- d) The Company is committed to regular health and safety consultation with staff and their representatives and, where necessary with contractors and suppliers of equipment and services, to ensure that occupational health and safety management is of the highest standard.

9.2 Medical Test

- a) You may be required to undergo a full medical examination, either upon joining the company or during your employment. Apart from fulfilling insurance policy requirements, such examinations are intended to assist staff in maintain good health and are therefore of mutual benefit.
- b) A positive or clean medical examination report shall not necessary be a prerequisite for employment at Costek-Alma.
- c) The guidelines concerning such medical examinations, including a list of approved health centres, will be provided at the time such examinations are requested.

- d) HIV and AIDS tests shall not be part of this requirement for medical examination. Employees are free to voluntarily seek such tests at their own wish.

9.3 Medical Cover

- a) The company may provide an in-patient and out-patient medical cover for all staff under a medical services provider scheme.

9.4 Occupational Safety

- a) Our goal in occupational health and safety is to proactively take preventative measures to assure employees and other stakeholders of a safe and good working environment, free of accidents, injuries or ill-health.

- a) General Safety and Environment Issues at the workplace
To achieve the above stated objective Costek Alma will seek to ensure that;
 - i. employee have access to basic understanding of policy;
 - ii. responsibilities for Health and Safety (H & S) at work are all documented;
 - iii. there are up-to-date H & S risk assessments and fire risk assessments;
 - iv. the provision of necessary H & S information, instruction and training is systematically undertaken;
 - v. there is provision and correct use of necessary personal protective equipment (PPE) at all times;
 - vi. arrangements for emergency response / evacuation, first aid and occupational health are made and known;
 - vii. there is documented procedures / safe systems of work, where necessary to establish and maintain a safe and healthy working environment;
 - viii. H & S control arrangements for contractors and visitors are documented and known;
 - ix. communication and consultation with employees on H & S issues is consistent throughout the organisation;
 - x. there is consistent monitoring, investigation and reporting of any incidents, accidents or occupational ill-health; and
 - xi. Corrective and preventative actions where any incidents, accidents or occupational ill-health occur are a priority.

b) Safe use of Machinery and equipment

- i. All employees shall be expected to observe safety regulations and operating manual instructions while handling any equipment or machinery so as not to endanger themselves, their colleagues, or to cause damage due to carelessness or negligence.
- ii. Any act or omission that is deemed to be reckless or negligent may be viewed as misconduct and subject to disciplinary action.
- iii. Staff have a duty to report any act or incidence observed that could be deemed to be reckless or negligent.

c) Personal Protective Equipment

- i. Personal protective equipment (PPE) such as protective clothing, respiratory devices (respirators), shields, and masks shall be used to protect against hazards and irritants capable of causing injury or impairment through absorption, inhalation, or physical contact.
- ii. Costek Alma policy is that personal protective equipment be provided, used, and maintained in a sanitary and reliable condition.
- iii. The Company will regularly conduct hazard assessment and certification to help determine the type of PPE to issue to people working in certain locations. After assessing the hazards in the location, the Company will;
 - Select the types of PPE that the affected employees will use for the hazards identified in the hazard assessment.
 - Assure the adequacy of the PPE; proper fit protection, maintenance, and sanitation.
 - Communicate selection decisions to each affected employee.
 - Ensure every affected employee knows (through training) how to use their PPE correctly.
 - Ensure every affected employee uses the required PPE when performing tasks identified in the hazard assessment that require the use PPE.
 - Prevent the use of PPE that is defective or damaged. Defective or damaged PPE must be replaced.

- iv. It is an offense for one to incorrectly use PPE or fail to use PPE. Costek Alma shall apply disciplinary action against such individuals.

d) Accident Reports

- i. Accidents occurring within the company premises must be promptly reported to a supervisor or any of the Partners.
- ii. The occupational accident report form should be completed as soon as all injured persons have been attended to and the consequences of the accident ably managed.
- iii. The accident report will be used facilitate investigations, enable data on safety issues to be maintained, facilitate the processing of any insurance claim, and ensure effectiveness of future safety audits.

e) Health and Safety Committee

It is a legal requirement for each company to have a Health and Safety Committee. Costek Alma will ensure establishment and correct operations of this committee as per the legal provisions.

f) Safety Audits

Third party contractors will perform regular audits of all safety measures, equipment, fire exits, etc, to ascertain the extent to which the Costek Alma Health and safety measures meet desired company standards and legislation. Staff may be required to participate in safety-related activities, whenever called upon to do so.

g) Environment Protection

The company will consistently pursue environment friendly practices and encourage all stakeholders associated with the Company to help protect the environment through correct operational practices.

9.5 Drug and Substance Abuse

- a) Employees impaired by alcohol or others drugs during working hours may pose safety and health risks to themselves and to others. The Company recognizes its obligation to address this issue.

- b) Costek Alma and its related premises are non smoking zones. Smoking is only permitted in designated areas.
- c) Alcohol or other drug use on the job is unacceptable and is a disciplinary offense. Such cases are punishable even through summary dismissal as stated in the Employment ACT 2007.
- d) Employees whose abilities are impaired due to drug and substance abuse, and are unable to perform their duties as required shall be liable to disciplinary action for performance related.
- e) Should an employee undergo alcohol/drug treatment, whether voluntary or mandatory, absence will be handled in accordance with existing leave policies and benefit plans. It remains the responsibility of the employee to meet established work standards.
- f) Counselling and other treatment may be offered where appropriate by the Company.
- g) Employees convicted of drug or substance abuse or related charges by the legal system in the country shall be liable to disciplinary action, if such conviction puts the company image into disrepute.

9.6 Management of HIV & AIDS and Other Diseases Associated With Stigma

The aims of the policy are to ensure that as far as HIV and AIDS and other diseases associated with stigma (such as STI's, TB, etc) are concerned:

- a) Employees are well informed about such diseases, including prevention, management of the disease, benefits of voluntary testing, effects of stigmatization, etc.
- b) Employees are equipped to deal with the responsibilities of living with a family member infected by such diseases.
- c) Persons infected or affected by such diseases; are not discriminated against in anyway -that their rights are not compromised due to their status, and -that they are allowed to develop their careers to the best of their abilities and treated with human dignity.
- d) Costek Alma will periodically arrange for workplace (awareness) programs. Attendance to such workplace programs is not optional.
- e) The Company will ensure that sufficient information is readily available in places that are easily accessible to all members of staff.

9.7 Company Response to HIV and AIDS

- a) The company's policies governing equal opportunity, workplace harassment, and personal privacy extend to issues relating to HIV and AIDs. No discriminatory or punitive action will be permitted in cases;
 - i. where a staff member discloses their HIV status
 - ii. where the HIV status is discovered in the course of processing medical records, or
 - iii. where a staff member discloses that they have been tested or where this is discovered

- b) HIV and AIDS Testing: All testing will be done on a voluntary basis, and the expenses met by the individual.

- c) It is important to note that HIV testing will not, at any time, form the basis of our recruitment and selection decisions. In addition, it is against the law for anyone to carry out any such test without your specific consent.

9.8 Security at the Workplace

- a) Costek Alma recognises that secure operations are dependent upon employee participation, commitment and accountability. All security activities must adhere to the general principles laid down in the company policies.

- b) These are elaborated below to provide the basis by which Costek-Alma security will shape the direction and conduct of security.
 - i. All business activity must have due regard to the security and protection of employees. Prevention must be the first priority.
 - ii. Preparedness is essential to mitigate incidents rapidly and effectively. Response plans should be developed for business continuity purposes.
 - iii. All incidents, including security breaches and irregularities must be reported and recorded. Corrective action should be taken and followed up through the regular verifications to improve the overall security standard.
 - iv. All staff members may be issued with Company ID cards as they go on implementing Company work.

10.0 HARASSMENT

10.1 Costek Alma Harassment Statement.

- a) Costek Alma is committed to providing a work environment that is free from any form of harassment, including sexual harassment and bullying. The Company finds any form of harassment totally unacceptable and recognizes the adverse effect such behaviour has on people who work in or use the Company's products and services.
- b) All staff and other stakeholders, have a right to be treated with equal regard, dignity, concern and decency. Any action or inaction, communication or behaviour that could reasonably be interpreted as harassment or bullying will not be tolerated. Harassment of any kind denies the worth, integrity and dignity of human beings, fails to respect human rights, and may constitute unlawful discrimination. It affects both men and women and no-one has to put up with it.
- c) Costek Alma will provide impartial processes for dealing with harassment and bullying and assist in the resolution of complaints. Harassment of any kind, if proven, constitutes unacceptable behaviour. The Company will consider disciplinary action if a staff member is found to have engaged in harassment of any kind either to colleagues or other stakeholders.

10.2 Purpose

To assist in the resolution of any harassment or bullying complaints made by any member of Costek Alma or stakeholders against any other member and to provide a clear policy and fair procedure that are well known and understood by staff.

10.3 Definition

- a) Harassment is unlawful and consists of any physical or verbal behaviour that is unwelcome, uninvited and unwarranted. It can arise from sexually orientated jokes; innuendo; unnecessary physical contact; invitations for outings; requests for sex; displays of offensive material, posters or graffiti; derogatory comments; and offensive messages, emails or telephone calls.
- b) Sexual harassment is a situation that directly or indirectly subjects a person to sexual behaviour that is unwelcome or offensive to them and that, either by its nature or through repetition, has a detrimental

effect on that person's ability to engage in her/his normal work activities.

- c) Sexual harassment is most serious when it includes any of the following:
 - i. an implied or expressed promise of preferential treatment for complying with a sexually orientated request;
 - ii. an implied or expressed threat of detriment e.g. to employment status, or the actual causing of detriment, for refusing to comply with a sexually orientated request;
 - iii. Actual physical sexual assault or rape.
- d) Mutual social interactions or relationships freely entered into do not constitute sexual harassment.

10.4 Conditions that Qualify as Harassment

- a) Harassment may be based on racial, tribal, gender, marital status, religious or ethical belief, disability, age, political opinion, employment status, family status, sexual orientation, or involvement in the activities of an employee organisation.
- b) The improper use of power based on administrative or managerial status (i.e. the use of a position to insult, bully, dominate, manipulate, disadvantage or discriminate) may also constitute harassment.
- c) Bullying – which means repeated, deliberate and targeted conduct by a person towards a member (or members) of the Costek Alma community which is offensive, intimidating or humiliating and which detrimentally affects that member's well-being.
- d) Romantic and/or sexual relationships between individuals in a supervisory, evaluation, advising, coaching, or counseling relationship constitute a conflict of interest.
- e) The person in the position of higher institutional authority has the responsibility to eliminate the conflict of interest. The conflict of interest must be eliminated in a way which minimizes potential for harming the person with lower institutional authority.

10.5 Reporting Harassment Cases

- a) Individuals who believe they have experienced some form of harassment should act promptly.

- b) Such individuals should seek initial guidance, support and advice from their supervisor or the Partners.
- c) Following such discussions, the person may choose: to take no further action; to attempt to resolve the issue; or to request formal intervention.
- d) If the person undertakes to resolve the situation independently, the supervisor or any one of the Partners should follow up within reasonable time to ensure that the problem is resolved to the person's satisfaction. The matter should however be recorded and documented by the supervisor or the Partners.

10.6 Making a Formal Complaint

- a) After discussing the problem, the person may wish to make a formal complaint. Any formal complaint of harassment should be made in writing to their supervisor or the Partners within seven days. The person complaining ('the complainant') should write, sign and date a brief written summary of the incident or incidents of alleged harassment. This statement will be given to the person being complained about ('the respondent').
- b) Formal complaints will be dealt with as quickly as possible, and in normal circumstances within one month. A decision will be made by their supervisor or the Partners, in consultation with the parties, as to the most appropriate managed intervention process in the circumstances.
- c) It is recognized that some alleged behaviour may constitute serious misconduct and possibly a criminal offence to be referred to appropriate external authorities.
- d) The supervisor or the Partners may set up processes to resolve complaints impartially, sometimes involving a mediator. Such processes are confidential and agreed to by both parties.
- e) Complainants have the right to withdraw from the process at any stage. However, this will not necessarily halt further investigation and/or action, e.g. disciplinary procedures, by the Company where there is a perceived risk, or such action is appropriate, or where there would be legal implications if some action is not taken.
- f) Regardless of the outcomes of the proceedings complainants will not suffer any consequences unless the accusations were deemed malicious.

10.7 Confidentiality

- a) Costek Alma is committed to maintaining confidentiality unless there are exceptional circumstances involving probable risk to the safety of any individual, or where maintaining confidentiality would be unlawful.
- b) Due to the possibility of defamation proceedings, all information must be kept as confidential as possible. Complainants and respondents are advised not to discuss any matters pertaining to a complaint with anyone other than those directly involved.
- c) Costek Alma will observe the principles of natural justice and procedural fairness by ensuring that anyone whose interests may be adversely affected by a complaint is aware of the allegations against them, including the identity of the person making the allegations, and given the opportunity to respond.
- d) The Company will not act on anonymous complaints.
- e) The parties involved with or affected by complaints dealt with under these procedures are entitled to a fair hearing and will be kept fully informed throughout the process.

10.8 Sanctions that may be Applied

- a) Allegations that are proved true shall be dealt with as per the employee rules on discipline or dismissal as set out in this manual and the government of Kenya employment acts.
- b) Alleged serious misconduct proved correct may, with the consent of the complainant, be referred to external law enforcement agencies. This would include alleged cases of physical assault, sexual assault and rape.
- c) Should any person make a complaint that is found to be false or vexatious, sanctions may be applied, through procedures set out in the disciplinary policy part of this Manual.
- d) Failure to prove a claim of harassment is not equivalent to a false allegation.

10.9 Representation

At any time during the management of allegations on harassment a Complainant or respondent may seek internal representation by any other employee for fairness and objectivity.

11.0 CONDUCT, DISCIPLINE AND GRIEVANCE

11.1 Discipline and Conduct Philosophy

- a) The aims of this disciplinary policy and procedures include helping and encouraging employees to improve, as well as imposing appropriate punishments, where disciplinary action is needed.
- b) This policy provides a clear and transparent framework to deal with difficulties which may arise as part of the working relationship from either the employer's or employee's perspective
- c) It is the role of supervisors to tackle minor problems, with the aim of managing issues without disruption of work. However, where there is no improvement after discussion and warning, or where the misconduct is more serious, the Company will apply the disciplinary procedures.
- d) This policy will apply to two main areas of the employment relationship; first is capability or performance related disciplinary issues; and two, conduct issues.
 - i. **Capability or Performance:** It is inevitable that at some stage Costek Alma will encounter difficulties with the performance of employees at the workplace. It is good practice and also more efficient that such issues are addressed informally, as and when they arise. Only when informal options have been exhausted and where there is no alternative should supervisors enter a more formal disciplinary or capability procedure. Situations where an individual is unable to do their job because of ill-health may also fall into this category. In these instances an employee should be dealt with sympathetically and offered support. However, unacceptable levels of absence could still result in the employer making use of warnings.
 - ii. **Conduct:** Employee misconduct could range from continued lateness, failure to follow a reasonable management instruction, abuse of the organisation's ICT system or Internet access, bullying behaviour or creating a hostile work environment, through to theft, fighting and committing criminal offences. The more grave offences may constitute gross misconduct.

11.2 Purpose and Scope

- a) Costek Alma aims to have a fair and systematic approach to the enforcement of standards of conduct for all employees. The purpose of the disciplinary procedure is to deal with unsatisfactory conduct. The policy and procedures set out below will normally be followed if, in the Company's opinion, one acts in a manner that is contrary to normal acceptable standards of conduct/behaviour or to the terms and conditions of employment.
- b) No disciplinary action will be taken until the matter has been fully investigated and at every stage one will have an opportunity to hear the case against him/her and state their case.
- c) In following these procedures, Costek Alma aims to encourage improvement in employee conduct, performance or attendance. The disciplinary procedure is not necessarily a progressive one and the Company reserve the right to initiate the process at any stage, including dismissal.

11.3 The Code of Conduct

- a) The aims of the policy are to ensure that:
 - i. Give guidance to all staff on the standards of conduct required by the company
 - ii. Define breaches of the code of conduct
 - iii. Describe the consequences of breach of the code of conduct
- b) Employees are expected to act honestly, conscientiously, reasonably, and in good faith, at all times having regard to their responsibilities, the interests of the company, and the welfare of colleagues and business partners.
- c) Employees have an obligation to the company to;
 - i. Observe the laws of Kenya;
 - ii. Be present at work as required and get proper authorization for absence;
 - iii. Carry out their duties in an efficient and competent manner, and maintain specified standards of performance;
 - iv. Comply with lawful and reasonable employer instructions and policies, and to work as directed;
 - v. Respect the privacy of individuals, including colleagues, and to use confidential information only for the purposes for which it was intended;

- vi. Neither use nor allow the use of company property, resources, or funds for unauthorized purposes;
- vii. Incur no liability on the part of the Company without proper authorization;
- viii. Maintain all qualifications necessary for the performance of their duties, legally and efficiently;
- ix. Not demand or claim any fee, gratuity, commission, or benefit from any person or persons other than the company in payment for any matter or thing concerned with their duties and responsibilities;
- x. Not to engage in any act or conduct that brings the company into disrepute; and
- xi. avoid all situations giving rise to conflicts of interest

11.4 Dress Code

- a) Employees are required as a minimum to dress in business casual attire from Monday to Friday, while on official duty.
- b) However, staff may be required to be formally dressed when attending external meetings, seminars, or workshops, depending on the circumstances. In addition, staff should also be formally dressed if they are required to attend certain internal meetings such as board meetings, meetings with the company's bankers, etc.
- c) Staff on field or other special assignments, may wear attire that is more suitable for that type of assignment.
- d) The following attire does not meet the standard definition of business casual: -
 - i. Collarless T-shirts, Gym Wear, Sports shoes, Sandals, Jeans, Stretched Tights (Tops or bottoms), Bareback Tops, Shorts, etc.
 - ii. In addition, any other attire that is inappropriate for a business setting should not be worn from Monday to Friday, while on official duty.
- e) You should consult the Partners if you have any doubt concerning the company's dress code policy. Costek Alma reserves the right to determine what appropriate business casual attire is.

11.5 Conflict of Interest

- a) All employees owe a duty of undivided business loyalty to Costek-Alma. This duty is violated if you engage in activities that cause a conflict of interest.

- b) A conflict of interest may arise when a member of staff is influenced by considerations of gain or benefit to themselves, family members, or friends, which conflict with their obligation to serve the company's best interest.
- c) The following are clear examples of conflict of interest that should be avoided;
 - i. Engaging in any activity which has competing interests with those of Costek Alma or charging a fee for any service which the Company provides to its customers during the course of one's employment, this includes but is not limited to; establishing, being involved in the running of, or having a beneficial interest in an QS related business concern and establishing or having such a practice
 - ii. Failing to disclose any professional engagement or assignment undertaken for any third party for a fee, during the course of one's employment.
 - iii. Failing to disclose any offer or receipt of cash, gifts, or other inducements with a total value exceeding KES 10,000/-in any twelve (12) month period from any party that has or is pursuing a business relationship with the company. This includes borrowing from third parties (other than banks) who have a business relationship with Costek-Alma.
 - iv. Serving as an officer or director of or working for, any customer, supplier or competitor of the company without written approval from Costek-Alma.
 - v. Active involvement (day-to-day) in the management of any company or business concern, other than your employer.
 - vi. Having or permitting a private business concern or investment to transfer or assign any liability to the company.
 - vii. Supervising, reviewing, or unduly influencing the job evaluation, hiring, or compensation of any family member at the company or at any supplier or customer of the company.
- d) Any situation that gives rise to a conflict of interest MUST be disclosed to the Partners immediately.

11.6 Dealing with Suppliers and Clients

- a) Costek Alma encourages all stakeholders related to the business to interact with each other along professional lines. Employees are specifically encouraged to handle all client and supplier relations in a professional manner.

- b) Costek Alma requires that its employees should not use their official position to solicit gifts, hospitality or benefit of any kind which might reasonably be seen to compromise the Company's position or the employee's personal judgment and integrity.

11.7 Integrity of Information

- a) Employees have a duty to carry out their work in an open, honest, and forthright manner. This includes maintaining precise and accurate records, business reports, accounts, and other information used by the Company.
- b) Such information must not be misleading, and any attempt to deliberately mislead or falsify such information will be viewed as a serious breach of conduct, and may result in summary dismissal.
- c) If anyone in the organisation instructs you to either falsify or produce misleading information, or destroy crucial information that may be the subject of future investigations, you should contact any of the Partners immediately.

11.8 Confidentiality of Information

- a) Staff may not share confidential information with others outside the company except in the course of performing their duties or where legally required to do so.
- b) Confidential information includes trade secrets, financial information about the company, business plans, Marketing strategies, customer lists and personnel information (including remuneration of other staff members).
- c) The use of confidential information for personal gain is also strictly prohibited. This obligation applies to all staff even after leaving employment, for as long as the information remains confidential and is not generally available to the public.

11.9 Misconduct

- a) Misconduct involves contravention of the above obligations. Serious misconduct involves serious and/or repeated contravention of the above obligations.
- b) If established, misconduct may lead to reprimand and warning. Any misconduct considered serious by Costek-Alma, may lead to summary dismissal. Serious misconduct is any act, behaviour, or situation which in the opinion of the company, undermines the

contractual relationship between the staff and Costek-Alma, and/or threatens the well being of the organisation, other staff, or business partners.

- c) Serious misconduct includes, but is not limited to, the following;
- i. Any act or conduct that is illegal
 - ii. Any act of fraud or theft
 - iii. insubordination -refusing to perform properly specified duties or carry out lawful and reasonable instructions of supervisors
 - iv. assaulting or threatening to assault any employee, visitor, or staff of business partners
 - v. reckless endangerment
 - vi. behaving in a manner likely to cause unacceptable safety risks to others, i.e. smoking in an area storing hazardous or flammable material, unauthorized manipulation of fire protection and safety equipment, etc.
 - vii. any deliberate or reckless action or failure to act that results in serious damage to people or company property.
 - viii. reporting to work under the influence of alcohol, narcotic drugs, or other banned substances
 - ix. unauthorized access to, possession of, or removal of, property belonging to another staff member, the company, visitors, or its business partners
 - x. Intentionally submitting a false claim for expenses, or any other deliberate falsification of work-related reports, documents, or records, as well as job applications, CVs, certificates, etc.
 - xi. accepting any gift or favour in return for influencing business relationships
 - xii. Repeatedly contravening the code of conduct.

11.10 Disciplinary Procedures

- a) Where misconduct is observed;
- i. Staff will be notified about the specific allegation, and of the likely consequences should the allegation be established
 - ii. The staff member will be provided with an opportunity to explain or refute the allegation
 - iii. There will be proper and unbiased consideration of the explanation
 - iv. Except in cases of serious misconduct, staff are entitled to be warned about disciplinary breaches and told of the manner in which their performance or conduct must improve.

- b) Warning checklist: Any formal warning should include:
 - i. A statement of the specific problem, including date and time where appropriate
 - ii. The standard or policy breached
 - iii. The corrective action required
 - iv. The period within which the corrective action must be taken
 - v. Reference to the meeting/s with staff member and any explanation given by the staff member
 - vi. The company's decision, where applicable
 - vii. The consequence of failure to take the required corrective action or any further breach
 - viii. Reference to any prior warnings

- c) In addition, the warning should be in writing, and given to the staff member, providing them with five working days in which to respond to the issues raised in the warning.

11.11 Handling Grievances Informally

- a) Individuals should be encouraged to discuss ordinary, day-to-day issues informally with their supervisor. This helps concerns to be heard and responded to as soon as possible.

- b) Where this has been unsuccessful, or circumstances make this option inappropriate for the individual, then matters should be raised formally through the grievance procedure.

11.12 Internal Investigation

- a) All grievances will be investigated thoroughly and fairly by the appointed internal investigator. The Partners shall authorize and provide direction for the appointment of a member of staff or a group to form the investigating team.

- b) Employees will be kept informed of the progress of the investigation, and will receive a fair hearing of their grievance

- c) Issues must be thoroughly investigated by the supervisor to whom the grievance is addressed, and following completion of the investigation, the hearing will be arranged to allow the employee to state his/her grievance in person.

11.13 Using the Disciplinary Procedure

- a) Stage 1 - formal oral warning. If an employee's conduct does not meet acceptable standards, s/he will be interviewed by their supervisor with one of the Partners present. They will be told why the interview is necessary and will be entitled to state their case. If appropriate, one will be given a formal oral warning that continued or repeated misconduct may result in further disciplinary action, including, in extreme cases, dismissal. A note of the warning will be placed in their personnel file but will be disregarded for disciplinary purposes after six months subject to satisfactory conduct.
- b) Stage 2 - formal written warning. If the offence is a serious one, the misconduct continues or is repeated, or if a further offence of a different nature occurs, one will be interviewed by your supervisor or a person nominated by him or her. The exact nature of the complaint will be explained in full. If the interviewer believes it to be justified, one may be given a written warning which will give details of the complaint and will warn that dismissal, or some other specific action, will result if there is no satisfactory improvement within a specified period. A copy will be placed in the employee's personnel file but will be disregarded for disciplinary purposes after 12 months subject to satisfactory conduct.
- c) Stage 3 - final written warning. If misconduct is sufficiently serious or if, following a formal written warning, there is a further incident of misconduct (whether or not of the same nature) within the period specified, one will be interviewed by your supervisor. If the interviewer believes the complaint to be justified, one may be given a final written warning that if his/her conduct does not improve during a specified period, dismissal, or some other specific action, will result. A copy will be placed in the employee's personnel file but will be disregarded for disciplinary purposes after 12 months subject to satisfactory conduct.
- d) Stage 4 – dismissal. If your misconduct is sufficiently serious or if conduct is still unsatisfactory following a final written warning and you still fail to reach the required standards, you will normally be dismissed. The decision to dismiss will be taken by the Partners upon advise from the supervisor as appropriate and following a review of the evidence.

11.14 Suspension during Investigation and Discipline

- a) You may be suspended from work on with or without pay during the course of any investigation into your conduct and/or during the course of any disciplinary proceedings. Suspension will not be regarded as a disciplinary penalty and will normally last for no more than five days but may be renewed or extended at the Partners discretion. The Partners may take the decision to suspend an employee and/or to withdraw pay during any period of suspension.
- b) Employees serving suspension may be denied access to Costek-Alma premises and use of Company assets including email.

11.15 Appeals

- a) Employee's have the right to appeal against any decision to dismiss them or to impose any action short of dismissal as outlined above. If one wishes to complain about any other type of disciplinary action, particularly warnings, they should follow the Costek Alma grievance procedure.
- b) In the event one wishes to submit an appeal, they should do so in writing and within five working days of the notification of the dismissal or other disciplinary action. The letter should state the main reasons why the disciplinary action should be reviewed. The appeal should be submitted to the Partners.
- c) An employee will be invited to attend an appeal hearing. This will normally be held within ten working days of the Partners receiving the written reasons for one's appeal and wherever possible, the Company will give you at least 3 working days' notice of the hearing.
- d) The appeal will be heard by two people who will be senior employees of the Company, nominated by the Partners, and who will not have been involved in the disciplinary process complained about.
- e) The outcome of the appeal will be confirmed to the employee in writing as soon as possible after the appeal has been held. The decision made at the appeal will be final and there is no further right of appeal. Where an appeal against dismissal fails, the effective date of termination of employment will be the date on which one was originally dismissed.

11.16 Record keeping

- a) All records should be kept meticulously, as this will be vital should a case be taken to an employment tribunal or justice system. The type of records that should be kept by employers are minutes of meetings, emails, attendance notes, notes of telephone calls, copies of correspondence etc.
- b) Disciplinary warnings should normally have a specified 'life' after which they are disregarded when considering any subsequent warnings. Typical timescales for the types of warning are: recorded oral warning - 6 months; first written warning - 1 year; final written warning - 1 year.
- c) Where misconduct has been very serious, it may be appropriate for the warning to continue to be regarded indefinitely.

12.0 SEPARATION / TERMINATION OF EMPLOYMENT

12.1 General Remark

- a) Costek Alma recognizes that its interest is best served by retaining a high calibre, diverse workforce. However, employment at Costek-Alma is based on mutual consent; either the employee or the Company may sever the employment relationship at any time with or without cause or prior notice.
- b) Termination of employment with Costek Alma can arise from a variety of circumstances involving certain action on the part of the employee, the Company or both. Therefore, termination of employment with Costek Alma may be voluntary or involuntary. The termination date is the last day worked.
- c) **Voluntary Termination:** An employee-initiated separation from Costek-Alma's employment. The Company requires employees to follow the contractual obligations regarding termination of employment.
- d) **Involuntary Termination:** A management-initiated action resulting in separation from Costek-Alma. Such termination may occur as a result of misconduct or performance deficiencies. It may also occur due to a restructuring because of changes in business environment or priorities.

12.2 Voluntary Termination/ Resignation

- a) All resignations must be in writing and addressed to the Partners. No resignations shall be effected if the two conditions above are not fulfilled by the employee. The resignation must state the last date of employment.
- b) The Partners will acknowledge receipt of the resignation letter and explain the next course of action to be taken by the Company and the employee.
- c) The Company may refuse to accept resignations tendered to avoid summary dismissal or termination of employment.

12.3 Exit Interviews

- a) Exit interviews are encouraged for all employees terminating their employment at Costek-Alma. Employees should contact their supervisors to schedule an appointment prior to their departure.

- b) These interviews are held privately with an employee or Partner of their choice. Every effort is made to encourage the terminating employee to discuss frankly all aspects of employment at Costek-Alma.
- c) A copy of the Exit Interview completed form should be sent to the Partners.

12.4 Termination Procedures

- a) All terminations at Costek Alma shall be approved by the Partners. Termination of senior managers shall be upon the approval of the Board.
- b) Employees are expected to conduct themselves with decorum and professionalism till their last day at work and adhere to Company policies and procedures and code of conduct.
- c) Employee's who take it upon themselves to become uncooperative while serving the termination notice may be liable to dismissal if the case warrants such a decision.

12.5 Hand Over and Clearing

- a) All handing over must be formal and documented for purposes of business continuity.
- b) No final dues shall be processed unless the handing over is completed satisfactorily and a Clearance Form duly filled.
- c) The supervisor will ensure all handing over is comprehensive covering all aspects of employment and work resources.
- d) Damage to company resources or loss of company equipment or tools will necessitate recovery of money equivalent to the lost or damaged items from the employee's final dues.

12.6 Other Forms of Termination

- a) **Retirement:** This does not apply to fixed term contract workers, temporary staff or casuals. An employee planning to retire due to length of service is expected to submit a written notice of intent to retire and the effective date of the retirement. Costek Alma may periodically issue retirement notices for staff who are about to reach the Company retirement age, which is at age 60.

- b) **End of term appointment:** This will apply to employees on fixed term contracts of employment. Costek Alma will communicate within reasonable time whether or not the contract will be renewed.
- c) **Death:** in the event of the death of an employee, the Company will provide for the employee's date of death as the last date of work.
- d) **Redundancy:** This may occur because of insufficient work for the employee's skills and knowledge to be gainfully deployed or restructuring. Redundancy is Company initiated and the employee is paid final dues based on the redundancy agreement in place at that time.
- e) **Layoff:** A layoff is a separation initiated by Costek Alma due to reorganization, poor business environment or a lack of funds. Laid off employees may get reduced or no pay at the discretion of the Company. Employees who have been laid off should communicate with the Company regarding changes in their employment status.
- f) **Abscinding or Abandonment:** An employee who does not report to work for **7 consecutive working days**, does not notify any of the Partners of the extent and cause of the absence and provide supporting documentation as required by this policy, will be considered to have abandoned his or her employment. Job abandonment is a voluntary resignation without notice and precludes the employee from any termination benefits other than the legally accepted ones.

12.7 Annual Leave Entitlement on Separation

Costek Alma reserves the right not to allow a member of staff to proceed on leave after communication of termination of employment.

12.8 Full and Final Settlement

- a) Any final settlement in regard to employment for a terminated employee will be processed by Costek Alma after the last date of employment.
- b) All employee benefits cease on the date of termination unless otherwise prescribed by policy.

12.9 Severance Pay

- a) A Reduction in Staff, due to redundancy is the only type of termination for which severance pay is given. In this case,

severance pay is provided to an employee and is intended to ease the transition from employment at Costek-Alma.

- b) Eligible employees are provided with 15 days of severance pay per year of employment with Costek-Alma.

12.10 Re-Employment

- a) Employees who leave the Company in good standing and later wish to return are eligible for consideration for rehire provided an appropriate position is available.
- b) Such rehiring will follow the prescribed competitive recruitment and selection process.

12.11 Certificate on Service

This will be issued by the Company as per the Employment Act, 2007 of the Laws of Kenya.

12.12 Letter of Recommendation

- a) Costek Alma reserves the right to provide recommendation letters for staff who are leaving employment.
- b) However, it is good to note that only employees who leave the Company in good standing will be considered for such a letter.
- c) Both the certificate of service and the letter of recommendation shall be signed only by the Partners.

13.0 COMPANY TRAVEL POLICY

The aims of the policy are to:

- (a) ensure effective travel management and administration, and promote economy and efficiency in the use of travel funds
- (b) establish standards to ensure travel expenses are proper, reasonable and necessary for work delivery
- (c) To provide guidelines concerning the reimbursement of any such expenses incurred by staff on the company's behalf

13.1 Policy Statement Motor Vehicle Travel

- a) Unless otherwise authorised the Company expects all employees engaged in travel while on duty to use the Company vehicle. Use of private vehicles for Company business is discouraged unless its absolutely unavoidable.
- b) The company will reimburse you for any business use of your personal car provided that;
 - i. The travel has been authorised by any of the Partners
 - ii. That a company car is not available at the time of travel
 - iii. You complete a claim form
 - iv. You attach any receipts relating to motor vehicle expenses incurred during that trip
- c) The reimbursement will be based on AA mileage rates, with respect to the age. An engine rating to a maximum of 1800cc will be allowed.
- d) If you are required to work late, you will be entitled to claim reimbursement for taxi fare expense, provided that the need to work late and the cab fare rates are approved before hand by the Partners.
- e) Employees should note that when travelling on company business, the maximum number of staff members that may travel in the same vehicle is 4.
- f) For company Partners, the maximum number that may travel on long distance, in the same vehicle is 2, wherever possible.
- g) Staff must obey all traffic rules while on Company business and must ensure courtesy on the road is maintained. It is a disciplinary offence for one to go against this requirement.

13.2 Air Travel

- a) When travelling by air at the company's expense, company officials and staff will adhere to the following policy;
 - i. Company Partners – business class for long haul flights (i.e. more than 4 hours), economy class for short haul flights
 - ii. All other staff – economy class or its equivalent
- b) Costek Alma does not allow a combination of personal and business travel except with prior arrangement. Where personal and business travel is combined the company shall not bear the costs incurred under personal expenses.
- c) Air travel arrangements should be made using pre-approved travel agents. In addition, the maximum number of staff members that can travel on the same plane is 3.
- d) All employees on local travel are expected to carpool where practical to minimize costs.

13.3 Per Diem Allowance

- a) Staff will be provided with a per diem allowance to cover incidentals such as accommodation and meals, at predetermined rates set by the company, as determined from time to time by the Partners. However, this will be in the form of an IOU, which means that the funds must be accounted for upon returning.
- b) Where an IOU is used, an expense claim form should be completed to facilitate in accounting for the IOU.
- c) You may make own arrangements for out-of-town accommodation. Such accommodation shall be based on the need for comfort and guarding company image.
- d) Conditions for qualification;
 - i. Approved business trip, with detailed schedule or itinerary
 - ii. Cannot return to your base before 8pm

13.4 Entertainment

- (a) You are entitled to claim reimbursement for any business-related entertainment, provided that;
 - i. You retain and attach any receipts relating to such expenses
 - ii. You complete a claim form, and indicate the person or persons being entertained, which is subject to approval by the Partners.

- iii. That such expenses are reasonable and commensurate with the business purpose for which you are entertaining

13.6 IOUs

- a) IOUs are issued to staff to advance to them funds that will be used to cater for business related expenses. The IOU request form must be completed and properly authorised the Partners.
- b) The IOU must be accounted for within ten (10) business days for field staff and 4 days for office staff or within ten (10) business days of the lapse of the activity that called for the IOU to be raised.
- c) Any amount not account for as required is deducted from that employee's remuneration. Once deducted such money is not refundable.

13.7 Company Credit/Debit Cards

- a) Costek Alma may allow certain staff to possess Company Credit/Debit cards and other cards for financial transactions. These must be managed prudently ensuring all card expenses are company related.
- b) The company reserves the right to discipline or withdraw a card to any employee if there is proof of misuse.

14.0 INTEGRITY OF RECORDS

14.1 Policy

- a) Costek Alma keeps certain records relating to your employment in a personnel file.
- b) A "personnel file" consists of any employment-related or personal information, wherever located and in whatever form, which relates to an Individual's application, selection or non-selection, promotion, demotion, transfer, leave, salary, contract for employment, benefits, suspension, performance evaluation, disciplinary action, or termination of employment if that information is gathered by Costek-Alma.
- c) Though employers are not legally required to maintain personnel records per se, they must keep certain types of information about their employees. Documentation about an employee's job performance can help support personnel decisions, such as promotion, transfer, discipline, or discharge. Therefore, Costek Alma has established a formal system for gathering and maintaining required information on applicants, employees, and former employees

14.2 Miscellaneous Provisions

- a) Some employment records are kept in separate files, such as records relating to medical conditions.
- b) You may not take or alter any document found within your personnel file. If you disagree with one of the documents, you may ask the Partners for permission to add a document containing your comments regarding the document with which you disagree.
- c) Information contained in each personnel record will be obtained directly from the employee whenever practical
- d) Employees have a responsibility to keep their personnel records current and to notify the business office in writing of any changes in the following.
- e) Once inserted into an employee's personnel file, documents may only be removed if there is a clear and compelling reason to do so. The supervisor responsible for HR shall have the authority to provide for such action.

- f) Information and documents not relevant to personnel administration should not be retained in the personnel file

14.3 Confidentiality of Company Information

- a) All files connected with an employee are considered strictly confidential, and access will be limited only to those who have a job-related need to know the information and who have been authorized to see the file in question.
- b) The documents contained within that file are the property of Costek Alma and must be maintained for Company recordkeeping purposes.
- c) All employees shall sign the Costek Alma Confidentiality/Compliance Agreement.

14.4 HR File Maintenance

- a) **Purpose:** The aims of the policy are to provide clarity on HR personal file maintenance policy and procedures and to explain the rights of staff
- b) **Policy Statement:** Costek Alma will maintain an accurate and up-to-date file for each and every member of staff. You are entitled to view the contents of this file at any time, provided that;
 - i. sufficient notice is given, i.e. about one hours notice;
 - ii. the file is not removed from the filing room. You will be expected to review the file in this room, and leave it on the reading table when you are finished
 - iii. nothing is added, removed or destroyed from the file. Any such unauthorized interference with the contents of the file will be viewed as misconduct, and subject to disciplinary action.
- c) Staff should note that the HR personal files are the property of the company. However, any discrepancy noted should be brought to the attention of the Partners.
- d) No document should be put into the employee's file without their knowledge, i.e. without first being copied to the employee.

e) **Procedures**

- i. Each HR personal file should contain the following sections;
 - Personal Information – photos, personal data sheet (which also contains references numbers for all other required documents), copies of ID, NSSF card, NHIF card, PIN card, Driver's License, staff ID, etc.
 - Recruitment and Employment – application letter, CV, application form, interview sheets for the employee, copies of certificates, reference checks, appointment letter, acceptance letter, employment contract, orientation and induction programme (including reviews), etc.
 - Medical – any medical documentation that is either necessary or required by law, including the medical certificate required as a condition for employment
 - Career Development – training needs analysis form, certificates of completion, etc.
 - Performance Management – appraisal forms, letters of commendation, awards, promotions, etc.
 - Salary – position and job grade, salary history, salary review authorisations, etc.
 - Leave – leave forms, correspondence on leave, etc.
 - Pension – statements, correspondence on pension accounts, i.e. discrepancies.
 - Disciplinary Issues – warning letters, employee responses, etc.
 - Termination – exit interview, resignation, retirement, termination letter, clearance form, etc.

- ii. Each HR personal file should be updated with the following;
 - Change of personal data form
 - Updated photographs
 - Appraisals
 - Position change form
 - Warning letters
 - Training related documents, including certificates
 - Commendations and special awards

- iii. At the point of leaving, the HR personal file should be updated with the following;
 - Copy of resignation/retirement/termination letter

- Copy of final pay voucher
 - Clearance form
 - Certificate/letter of service
 - Retain updated copy of NHIF card, i.e. once it has been validated to show date of last contribution
 - Exit interview form
 - Any future correspondence between the company and statutory authorities relating to the employee.
- iv. Failing to provide any of the documents that are required within reasonable time frame may be viewed as misconduct.

15.0 INFORMATION AND COMMUNICATIONS TECHNOLOGY POLICY

15.1 General statement on ICT and Company Equipment

- a) The equipment and resources (including telephony and computer equipment) of Costek Alma have been obtained for the benefit of the company and staff or other stakeholders. They must be used for the purpose for which they are intended. The resources must be cared for by all members of staff.
- b) Some employees find themselves with access to the Internet and email, but with little understanding of either the potential problems or the real benefits that this can bring. The purpose of implementing this guidance is to ensure that employees understand the way in which they should be used. This enables us to gain the maximum value from the Internet, and informs everyone of the consequences of misuse by employees (i.e. disciplinary action)
- c) Every member of staff has a personal responsibility to prevent theft, damage or misuse of Company owned or operated computer equipment, IT resources, data sources and information contained therein. Failure to do so may lead to disciplinary action and in cases of gross misconduct, this could result in dismissal.
- d) Costek Alma reserves the right to restrict Internet access to only those members of staff authorised, in writing, by the Partners.
- e) The Company will put in place a disaster recovery and business continuity plan to ensure full protection of all data critical to the operations of the business.

15.2 Administration and Execution of Policies

These policies, standards and guidelines are maintained by the officer in charge of IT as defined in the role description for this position. The position has the authority to ensure the execution of the policies, procedures and guidelines set forth in this manual.

15.3 E-mail Policies and Procedures

- a) All employees will have access to email and will be provided with an email address for correspondence.
- b) It is not permitted to use loopholes in organizational, Internet, or a website's security or hardware systems to send anonymous or fraudulent mail messages, or to read the content of others' messages.

- c) Sending offensive email will not be tolerated. It can be a criminal offence. The sender of a message that causes offence will be subject to normal disciplinary procedures.
- d) Send only relevant emails and avoid the automatic forwarding of messages to long circulation lists, which unnecessarily increases the traffic and the time spent dealing with irrelevant correspondence.
- e) The sending of large amounts of uninvited email, and the forwarding of chain letters or other unsolicited ('junk') mail is not permitted.
- f) Employees who are due to take annual leave should arrange to have emails redirected or for someone to open and deal with urgent messages.
- g) If a message is wrongly delivered to an employee, it should be redirected to the correct person and if the email message contains confidential information, use must not be made of that information and nor must it be disclosed.
- h) Visiting sites that contain obscene, hateful or other objectionable material is prohibited.
- i) Similarly, it is forbidden to post material, remarks or proposals that are indecent, defamatory, hateful, offensive, or could be constituted as not in keeping with the aims, objectives or ethos of Costek-Alma.

15.4 Passwords

- a) Passwords will be used to prevent unauthorised access to workstations. For the protection of individuals and Costek-Alma, passwords must be kept secure and secret. They must not be shared with anyone else. Individual users are responsible for ensuring that passwords are changed at least every six months, or immediately if it is suspected that security has been compromised.
- b) All passwords on Costek Alma assigned workstations and email address shall be known to the Partners for business continuity purposes.

15.5 Privacy of Email

- a) The Company's e-mail and the Internet access facilities are provided solely for Costek Alma business. Occasional and reasonable personal use is permitted provided that this does not interfere with the performance of Company work.

- b) Email sent using the official Company email address shall be deemed to be official and business communication. The Company reserves the right to check any such email at any time for conformity purposes.
- c) For business purpose and to ensure compliance with this Policy, all e-mail and internet traffic records, official or private, may be stored.

15.6 Protection of the Computer system

- a) Costek Alma will provide users with computerized workstations to enable them access the Company network for the purpose of carrying out their roles.
- b) Private computers and related equipment will not be used to access the Costek Alma network or perform Company work within or outside of the Company premises unless authorized.
- c) The IT in-charge must ensure that only authorized software will be used in Costek Alma computers and the networks.
- d) The officer should also ensure that latest security technology is available and which conforms to both existing & emerging security risks.
- e) Viruses are designed to cause loss, disruption or alteration to computer data and, in extreme cases, can completely disable an IT system. All staff need to be alert to the danger of virus infection that might arise from accepting documents or attachments to e-mail from external sources – particularly unsolicited e-mail and software downloaded from the Internet.
- f) Staff must immediately report any incidents, actual or suspected of computer virus infections to the IT in-charge and immediately cease using their workstations until clearance has been given.
- g) The installation of software, including by staff on any part of the Company's IT system (whether stand-alone or networked) is only allowed with the prior written authority of the Partners.
- h) It is forbidden to introduce onto Costek Alma owned and operated equipment any form of device, data (whether via computer disks, other data storage device), or any device, programs or software not procured by the Company without first having them approved and checked for viruses.

- i) Users must log-off and switch off their workstations before leaving site. Similarly, users must log-off when they leave their workstations unattended and unsupervised for other than short periods of time. E.g., workstations should be logged-off when users leave offices at lunchtimes.
- j) All files, data and software stored on any part of the Costek-Alma's IT system are the property of the Company. Staff must not download, change or permanently delete, software, programs or Company information (whether current or archived material) howsoever stored, without prior authority of the Partners.
- k) The Costek Alma network is routinely backed-up. Users storing data elsewhere, e.g. on workstation internal hard drives, must ensure that a back-up regime is in place and it is tested from time to time.

15.7 Appropriate Language

Staff are encouraged to use e-mail as a method of written communication and they must use official language with decorum at all times.

15.8 Network and Internet

- a) All employees are permitted access to the internet for work use. One problem with browsing the Internet, even for work purposes, is that it can become unfocused and time-consuming.
- b) The playing of games on the Internet is banned, as is gambling and the use of 'chat' lines. Excessive or inappropriate use of mailing lists is not allowed.
- c) Downloading offensive, obscene or indecent material from any source is forbidden and may be grounds for immediate dismissal. The storing and transfer of such images using equipment is forbidden.

15.9 Personal Responsibility

- a) Staff will be held personally responsible for any legal action brought against Costek Alma as a result of their unauthorised or inappropriate use of e-mail or the Internet.
- b) Such use may expose both the member of staff personally, and the Company, to criminal or civil liability and so may constitute gross misconduct which could result in dismissal.

- a) All employees have the responsibility to ensure protection of all Costek Alma information from unauthorized modification, disclosure or destruction. People must report any incidents or IT use likely to breach this requirement.

15.10 Computer and other ICT Equipment

- a) Computer terminals should be used only by employees, assigned to them, except if specifically authorised by the Partners.
- b) Each employee is responsible for the security of their computer and must not allow it to be used by an unauthorized person.

15.11 Use of Private Mobile Phones

We recognize that cell phones (and smart phones especially) have become an integral part of everyday life. They may be a great asset if used correctly (for productivity apps, calendars, business calls etc.) But, cell phones may also cause problems when used imprudently or excessively.

Costek Alma expects employees to use their cell phones prudently during working hours. We advise our employees to:

- a) Use company-issued phones (and airtime) for business purposes only and preserve them in perfect condition.
- b) Turn off or silence their phones when asked.

Employees are not allowed to:

- a) Play games on the cell phone during working hours.
- b) Use their phones for any reason while driving a company vehicle.
- c) Use their cell phone's camera or microphone to record confidential information.
- d) Speak on their phones within earshot of colleagues' working space during working hours.
- e) Download or upload inappropriate, illegal or obscene material on a company cell phone using a corporate internet connection.

Our company retains the right to monitor employees for excessive or inappropriate use of their cell phones. If an employee's phone usage causes a decline in productivity or interferes with our operations, we'll ban that employee from using their cell phones. Employees may face severe disciplinary action in cases where this policy area is contravened.

16.0 SUSTAINABILITY POLICY

16.1 Sustainability Policy Statement

- a) Costek Alma recognises that sustainability is integral to its Vision of being an international premium service provider in construction consultancy.
- b) The Company is committed to conducting its operations in a manner that is environmentally responsible, socially responsive and economically viable.
- c) Sustainability at Costek Alma shall be embedded in our professional services, internal operations and stakeholder engagements.
- d) The Company shall comply with all applicable environmental, social and governance (ESG) laws and regulations of the Republic of Kenya and other jurisdictions where it operates.
- e) Costek Alma shall continually improve its sustainability performance through measurable objectives, monitoring and periodic review.

16.2 Purpose and Scope

- a) The purpose of this policy is to provide a structured framework for integrating sustainability principles into Costek-Alma's operations, consultancy services and workplace practices.
- b) This policy applies to all Partners, employees, interns, consultants and any other persons acting on behalf of Costek-Alma.
- c) The policy covers environmental stewardship, social responsibility, ethical governance and sustainable procurement practices.

16.3 Sustainability Principles

- a) Environmental Responsibility – Minimising environmental impact in our operations and projects.
- b) Social Responsibility – Promoting fairness, inclusivity, safety and community engagement.
- c) Economic Sustainability – Delivering value-driven, life-cycle cost conscious and resource-efficient consultancy services.
- d) Ethical Governance – Upholding integrity, transparency and accountability in all business dealings.
- e) Continuous Improvement – Monitoring, evaluating and improving sustainability performance.

16.4 Environmental Management

- a) Costek Alma shall promote environmentally sustainable design and construction practices in all consultancy assignments.
- b) The Company shall encourage life-cycle costing approaches, resource-efficient design solutions, energy-efficient systems, sustainable materials

selection and waste minimisation strategies.

c) Internally, Costek Alma shall promote paperless systems, energy conservation, responsible water use, waste segregation and reduction of unnecessary travel through virtual meetings.

d) The Company shall comply with environmental legislation and support Environmental Impact Assessment (EIA) and Environmental Audit requirements in relevant projects.

16.5 Sustainable Procurement

a) Costek Alma shall encourage procurement practices that consider environmental and social impacts in addition to cost.

b) The Company shall promote transparent tendering processes, fair competition, ethical contractor selection and evaluation based on quality, cost and sustainability metrics.

c) Suppliers and service providers engaged by Costek Alma shall be expected to comply with applicable environmental and labour laws.

16.6 Social Responsibility

a) Costek Alma shall maintain a workplace founded on dignity, fairness and respect for all employees.

b) The Company shall promote equal opportunity, non-discrimination and professional development.

c) The Company shall support community development initiatives aligned with its Corporate Social Responsibility values.

d) Health, safety and wellbeing of employees and stakeholders shall remain a priority in all operations and project engagements.

16.7 Governance and Ethical Conduct

a) Sustainability shall be aligned with the Company's core values of Honesty, Integrity, Quality of Service and Professionalism.

b) Costek Alma shall maintain high standards of transparency and accountability in financial, contractual and professional dealings.

c) Conflicts of interest shall be declared and managed in accordance with the Company's Code of Conduct.

d) Compliance with statutory, professional and regulatory obligations shall be mandatory.

16.8 Roles and Responsibilities

a) The Partners shall provide overall leadership and oversight in implementation of this Sustainability Policy.

b) Supervisors shall integrate sustainability considerations into departmental plans and project delivery.

c) All employees shall support sustainability initiatives, comply with environmental and ethical standards, and identify opportunities for improved sustainability performance.

16.9 Monitoring, Reporting and Review

a) Sustainability performance shall be reviewed periodically by the Partners.

b) Relevant sustainability indicators may include resource consumption trends, waste reduction measures, training and awareness activities and compliance with statutory environmental requirements.

c) This policy shall be reviewed at least once every three (3) years or as may be required by changes in law or company strategy.

16.10 Amendments

Costek Alma may amend, alter or modify this Sustainability Policy in whole or in part at its discretion. Any amendments shall take effect upon approval by the Partners.