



**RwandAir**  
*Fly the dream of Africa*

## **EMPLOYEE SEPARATION POLICY**

**Document Number:** WB/P/HR/ES-08

**Version:** 1.0

**Effective Date:** 15/01/2026

**Owner/Department:** Human Resources and Administration

**Approved By:** Chief Executive Officer

### 1 Purpose

This policy establishes RwandAir's framework for the fair, transparent, and lawful separation of employees from the Company. It aims to ensure that all employment separations are managed consistently, in compliance with applicable labour laws, contractual obligations, and organizational governance standards, while safeguarding business continuity, employee dignity, and organizational integrity.

### 2 Scope & Applicability

This policy applies to:

- (1) All permanent, contract, and probationary employees of RwandAir
- (2) All forms of employment separation, whether voluntary or non-voluntary
- (3) All Company departments and subsidiaries, unless otherwise specified by applicable laws or contract

### 3 Policy Statement

RwandAir is committed to managing employee separations in a fair, transparent, and legally compliant manner. The Company shall ensure that all separations are handled with due respect for employees' rights and obligations, while maintaining operational stability, safeguarding Company assets, and complying with all applicable labour laws and contractual terms.

### 4 Definitions

- **Employee Separation:** The formal termination of an employment relationship between RwandAir and an employee.
- **Voluntary Separation:** Separation initiated by the employee or by mutual agreement.
- **Non-Voluntary Separation:** Separation initiated by the Company in accordance with applicable laws and internal governance.
- **Notice Period:** The period required by law or contract to be served before separation or paid in lieu thereof.

### 5 Roles & Responsibilities

- **Responsible:** Human Resources Department
- **Accountable:** Chief Human Resources and Administration Officer
- **Consulted:** Legal, Finance, IT, Security, Line Management/HODs where required
- **Informed:** All employees and relevant internal stakeholders

### 6 Policy Requirements

#### 6.1 Voluntary Separation

##### 6.1.1 Resignation

###### 6.1.1.1 General Provision

- (1) An employee who resigns from his or her position in the Company shall submit a duly written and signed resignation notice to the Chief Executive Officer, routed through the Chief Human Resources Officer. In cases where an employee was appointed by a different appointing authority (e.g., the Board), the resignation notice shall be addressed to that authority, with simultaneous copies to the Chief Executive Officer and the Chief Human Resources Officer for appropriate action.

- (2) Should an employee decide to leave employment without giving adequate notice, he/she will be required to pay RwandAir an amount equivalent to his/her salary, prorated for the period of notice not served or as may be applicable to the relevant labor laws. Where applicable, the amount the employees owe shall be recovered from terminal dues.
- (3) HR will begin the clearance process at least one week before an employee's last working day. If any disputes arise (e.g., pending recoveries or asset returns), the employee must obtain clearance directly from the concerned departments using the Clearance Form.
  - (a) Employee will be responsible for handing over all tasks, files, folders, and assets assigned by the Company to his/her Head of Department or any other person designated by the Head of Department. An employee shall prepare and submit a handing-over report within the notice period before he/she is released from service.
  - (b) The handover report shall be given to the head of the section/unit or to any other staff to whom this responsibility is delegated.
  - (c) A designated HR staff member may conduct an exit interview with the employee before their final working day. The confidential insights gathered will help identify the reason for departure and guide any necessary follow-up actions.

### 6.1.1.2 Acknowledgement of Resignation

- (1) Upon receiving an employee's resignation notice, the Company shall issue a written acknowledgment within the applicable notice period. If the Company does not provide such communication within the notice period, the resignation will be considered accepted as is.
- (2) The Chief HR and Administration Officer may specify any conditions or obligations to be fulfilled—such as handover processes— before the employee's effective separation date.

### 6.1.2 Voluntary Redundancy

Voluntary redundancy refers to a process in which the Company invites employees to voluntarily leave their employment as part of an approved restructuring or workforce-reduction exercise. Employees who opt for voluntary redundancy do so by choice and receive a redundancy package in accordance with Company guidelines and applicable legal provisions.

### 6.1.3 Early Retirement

Early Retirement is a way of voluntary separation from employment by an eligible employee upon reaching the Early Retirement Age as prescribed under the applicable labour laws in the country of operation.

Staff wishing to retire early shall make a written request six (6) months before to facilitate proper planning of his or her replacement procedures.

An employee who is eligible for early retirement and who opts to retire early will be entitled to

- (1) Salary up to the date of retirement
- (2) Outstanding Leave days
- (3) Retirement Benefits as stipulated in the relevant Law
- (4) Any other benefit as applicable in the relevant laws

#### **6.1.4 Mutual Separation**

Mutual Separation is a voluntary and mutually agreed termination of employment between the employee and the organization, where both parties consent to end the employment relationship under negotiated terms.

A Mutual Separation Agreement must be documented in writing and accepted by both parties without coercion.

### **6.2 Non-Voluntary Separation**

#### **6.2.1 Termination or Dismissal**

This is where RwandAir terminates the employee's services as a result of Gross misconduct or violation of the code of conduct. It also includes termination of the contract owing to unsuitability or inadequacy of the employee in meeting the job requirements of the available position.

Termination and dismissal are done without loss of terminal benefits.

#### **6.2.2 Retirement**

##### **Compulsory Retirement Age**

RwandAir Employees who attain the mandatory retirement as may be required by the applicable law shall retire from service.

An employee who retires shall be entitled to the following:

- (1) Salary up to the date of retirement
- (2) Outstanding Leave days
- (3) Retirement Benefits as stipulated in the Labour Law
- (4) Applicable Pension benefits.

The retiring employee shall also be issued a Certificate of Service.

#### **6.2.3 Separation on Medical Grounds**

The Chief Executive Officer shall authorize the separation of an employee on medical grounds with full benefits if it is determined that the employee is unfit for continued employment due to a health condition. Such separation shall be subject to certification by a competent medical officer confirming that the employee is incapable of performing his or her normal duties as a result of the illness.

#### **6.2.4 Death**

On the demise of a serving employee, the Company shall pay terminal benefits to his/her legal successors. The terminal benefits will include, but not be limited to: -

- (1) Salary up to the date of death
- (2) Any outstanding annual leave days
- (3) Death benefit under Group life cover
- (4) Provident fund benefits, where applicable under the scheme that the employee was in
- (5) Any other benefit as prescribed in the relevant Laws in the countries of operation

### **6.2.5 Redundancy**

In the event that RwandAir decides on an individual or collective dismissal due to its internal reorganization or restructuring, due to economic reasons, or technological transfer with the aim of preserving its competitiveness, or for reasons as may be prescribed by relevant laws, an employee may be laid off in accordance with applicable laws.

### **6.2.6 Expiry of Contract**

Separation resulting from the expiry of a fixed-term contract shall occur in accordance with the terms specified in the individual employment contract and any applicable legal provisions in the country of operation.

### **6.3 Re-employment of exited employees**

An employee who leaves the service of the Company and is subsequently re-employed shall be regarded as a new employee. Apart from employees who separate with the company due to redundancy/restructuring, any other employee who separates with the company for any reason, his or her period of service prior to separation shall not be considered when calculating the length of service for purposes of determining terminal benefits.

### **6.4 Exit clearance process**

A staff member must clear all accountabilities and fulfill any outstanding obligations with the Human Resources Department. All company properties, computers, documents, staff identity cards, airport passes, uniforms, debts and advances, and other assets in the staff member's custody must be surrendered to the HR department and other relevant departments as indicated on the employee exit form before the payment of terminal benefits.

### **6.5 Certificate of service**

An exiting employee shall be issued a Certificate of Service upon completion of the exit clearance process. However, Confidential testimonials will only be issued on official request by a prospective employer.

A Certificate of Employment will be given to an employee upon his retirement, resignation, dismissal, or termination of appointment.

### **6.6 Exit interviews**

Employees who are exiting the Company may participate in an exit interview with the Human Resources Department and/or complete an exit questionnaire. The information collected during the exit interview will be used to learn from the employee's experience, strengthen organizational practices, reduce turnover, and improve employee satisfaction.

## **7 Procedures / Implementation Guidance**

The implementation of this policy shall be supported by:

- Resignation/ Termination/ Mutual Separation Letters
- Disciplinary records – where applicable.
- Exit clearance forms and checklists
- Employment contracts and benefit schemes
- Terminal Benefits statements



**8 Compliance & References**

- Applicable labour laws in countries of operation
- Employment contracts
- RwandAir Code of Conduct
- Rwandair Disciplinary Policy
- Internal HR procedures and manuals

**9 Monitoring & Review**

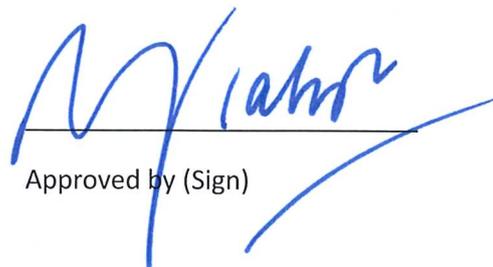
The Executive Committee may review the provisions of this separation policy on a need basis and approve any required changes. Any changes to policy shall be subject to management approval. This policy shall come into force immediately after approval by Management and shall not take retroactive effect.

**10 Document Control, Approval & Revision History**

This Policy is approved by the designated approving authority in accordance with RwandAir’s document control requirements. Where applicable, a signature may be affixed to evidence formal approval. Upon implementation of the electronic document management system, approval shall be effected electronically, and signature requirements shall no longer apply.



Prepared by (Sign)



Approved by (Sign)

Version	Revision Date	Description of Change	Prepared By	Approved By
1.0	06/01/2026	Initial Release	Dora Kondo	Yvonne Makolo