



**RWANDAIR UNIFORM POLICY**  
**WB/P/CORP/10-UP**

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**POLICY STATEMENT**

RwandAir uniform policy outlines how we expect our employees to dress at work. Employees should note that their appearance matters when representing our company in front of clients, visitors or other parties. An employee’s appearance can create a positive or negative impression that reflects on our company and culture.

This policy applies to RwandAir employees who wear company uniform.

The purpose of this policy is to ensure that the company uniform standards are met and all employees who are required to wear uniform wear it correctly and proudly. This policy also provides distribution guidelines for logics department.

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## **POLICY ELEMENTS**

The employer shall issue the employee full uniform as set in the distribution policy/guidelines free of charge.

The employer is not liable to pay for repairs, cleaning or any other maintenance to uniform clothing. The employee should take reasonable care to look after and maintain their free uniform, the employer will aim to renew and replace worn out items every 2 years. Additional uniform items can be ordered where required.

## **RESPONSIBILITY**

The overall responsibility for this internal uniform policy lies with the Customer Experience for the development and design of the uniform, Logistics departments for distribution and Human Resource to enforce.

## **UNIFORM COMMITTEE**

The Uniform Committee is a decision-making forum for all matters relating to RwandAir uniform in order to uphold and maintain the brand image and values of the company and to ensure global consistency across all colleagues. It is made up of staff and management representatives from all uniformed areas. The representatives meet regularly to cover all aspects of RwandAir uniform standards in both Rwanda and outstations.

The specific objectives of the committee are to:

- a. Ensure RwandAir brand image is delivered and maintained across all uniformed staff
- b. Champion uniform standards compliance across RwandAir
- c. Drive consistency in uniform-wearer standards across the airline
- d. Ensure the cost of uniform is considered in decision-making
- e. Review and manage the approval of formal requests to change uniform standards, add new items or remove uniform items
- f. Own uniform guidelines and updates
- g. Work collaboratively with the uniform supplier to manage uniform specification and the supply chain, specifically to address queries and issues raised by uniform committee representatives.

## **1 UNIFORM DESIGN**

RwandAir Uniform is designed to promote RwandAir's corporate image that blends well with the aircraft tail colors. The uniform is mainly navy blue and mint green for men/ apple green blouses for the women. The uniform is designed to suit employee's comfort while executing their duties/ tasks without hindering their physical dexterity.

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- All Uniform should have a RwandAir label inside the Jacket or at the back of the shirts.
- Crew Jackets should have three gold buttons on the arms of the Jacket to match the metallic wing. And for ground staff it should be blue buttons.
- New shirt design (Navy Blue) to be worn by All Ground Supervisors, Drivers, pushback, Machine operates, Turn around coordinators, team leaders, officers, and baggage reconciliation agents.

### **1. Material Used for Uniforms**

The RwandAir uniform is made out of cotton and polyester for shirts and cotton, wool and elastane for the Jackets, skirts and trousers.

Material used are of high quality to not only provide comfort, but durability as well. Ten fabric is of low maintenance doesn't wrinkle easily, can withstand staining, bleaching, and different water temperatures when washing.

### **2. Logo Colour & Complexity and Logo Placement**

The company uniform is embodied with a company logo that is placed on the top-left corner. The uniform is Navy blue in colour and apple/mint green shirts. The company logo is in 3 coolers red, blue and green

### **3. Size**

The uniform is designed not to be too tight or too short. It should be free for employees to easily perform their tasks while looking classy and elegant.

### **4. Fabric**

Various fabrics are available according to their launder ability, comfort and ease of maintenance.

- COTTON – 60% of cotton is used for both gents' shirts and ladies' blouses.
- WOOL – 44% of wool is a requirement in cooler temperatures and is used on Jackets, trousers, waist coats and skirts.
- ELASTHANE – 2% of this fabric is blended with the above mentioned fabric.
- POLYESTER- 54% of this fabric is used for the shirts and blouses

**NB:** Specifications are subject to change based on the material sample provided by supplier and decision by the Uniform committee.

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**2 UNIFORM SPECIFICATIONS –MALE**

S/N	Description	Technical Specifications
1	Jacket (Navy Blue/Black)	55% Polyester, 43% Wool, 2% Elasthane
2	Trouser (Navy Blue/Black)	55% Polyester, 43% Wool, 2% Elasthane
3	Green Shirt Long Sleeves for Men	60% Cotton, 40% Polyester
4	Green Shirt Short Sleeves for Men	60% Cotton, 40% Polyester
5	Black Leather Belt for Men	100cm*120 cm with Golden metal, 100% Leather
6	Corporate Tie (Black/Navy Blue)	100% Silk MOQ, 0.5K
7	Waist coat (Navy Blue/Black)	55% Polyester, 43% Wool, 2% Elasthan
8	White Shirt for Pilots Long Sleeves	60% Cotton, 40% Polyester MOQ, 0.5K
9	White Shirt for Pilots Short Sleeves	60% Cotton, 40% Polyester MOQ, 0.5K
10	White Shirt for Men None Pilots Short Sleeves	60% Cotton, 40% Polyester MOQ, 0.5K
11	White Shirt for Men None Pilots Long Sleeves	60% Cotton, 40% Polyester MOQ, 0.5K
12	Navy Blue shirt for supervisors and Drivers	60% cotton, 40% Polyester
13	Cardigan (Black/Navy Blue)	50% wool, 50% Acrylic
14	Tie Pin	Gold-look
15	Epaulettes	43% wool,55% Polyester, 2% Elastane
16	Shoes	100% leather
17	Captain/Crew bags	2wheeler pilot bag and 4wheeler cabin crew bag
18	Captain Cap	43% wool,55% Polyester, 2% Elastane
19	Belt	100% Leather
20	First officer Cap	43% wool,55% Polyester, 2% Elastane

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### 3 UNIFORM SPECIFICATIONS –FEMALE

S/N	Description	Technical Specifications
1	Jacket (Black/Navy Blue) for women	55% Polyester, 43% Wool, 2% Elasthan
2	Trouser (Navy Blue/Black) women	55% Polyester, 43% Wool, 2% Elasthan
3	Skirt (Navy Blue/Black)	55% Polyester, 43% Wool, 2% Elasthan
4	Green Blouse Long Sleeves	Polyester (100%)
5	Green Blouse Short Sleeves	Polyester (100%)
6	Black Leather Belt for women	90cm*110 cm with Golden metal, 100% Leather
7	Scarf	100% Polyester MOQ, 0.5K SIZE 102 x 37CM
8	Waist coat for women (Navy Blue/Black)	55% Polyester, 43% Wool, 2% Elasthan
9	Dress (Navy Blue or Black)	91% polyester, 9% polyurethane
10	White Shirt for Pilots Long Sleeves	60% Cotton, 40% Polyester MOQ, 0.5K
11	White Shirt for Pilots Short Sleeves	60% Cotton, 40% Polyester MOQ, 0.5K
12	Hand bags	100% Leather
13	Cabin shoes & high heels	100% Leather
14	Sweaters (Navy Blue)	50% wool, 50% Acrylic
	NATO Sweater shoulder straps (Black)	60% wool, 40% Acrylic

**NB:** Specifications are subject to change based on the material sample provided by supplier and decision by the Uniform committee.

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#### **4 UNIFORM DRESS CODE RULES**

- a) Uniformed staff shall wear their uniform at all times when on duty (including weekends)
- b) All employees must be clean and well-groomed.
- c) Grooming styles dictated by religion and ethnicity aren't restricted.
- d) All clothes must be work-appropriate. Clothes that are typical in workouts and outdoor activities aren't allowed.
- e) All clothes must project professionalism (clothes that are too revealing or inappropriate are NOT allowed).
- f) All clothes must be clean and in good shape. Discernible rips, tears or holes are NOT allowed.
- g) Employees must avoid clothes with stamps that are offensive or inappropriate
- h) RwandAir allow female staff to wear minimum jewelry but we urge that staff remove visible body piercings during work hours.
- i) The company has no policy against visible tattoos but urge that staff covers these when possible and practical.

##### **4.1 Blouses**

- a) Only the issued blouses may be worn
- b) The blouses must be tucked in at all times
- c) Severely discoloured uniforms will not be worn
- d) Blouse sleeves should not be rolled up
- e) Collar should never be turned up

##### **4.2 Skirts**

- a) are tailored so that the hem covers the knee
- b) They may not be altered to bring them higher
- c) Skirts must not be tight fitting

##### **4.3 Trousers**

- a) Trousers must not be tight fitting
- b) The hem should not rise on the front of the shoe
- c) Skirts and trousers may be worn interchangeably or one may choose to have either two skirts or two trousers BUT not 2 pieces of each
- d) Contents of the pockets must not distort the shape of the trousers.

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#### **4.4 Jacket**

- a) The jacket must be worn when reporting for duty, except in extreme weather
- b) The jacket when not worn should be carried folded neatly over one arm
- a) Must be worn buttoned at all times, except when seated
- b) The jacket must not be draped around the shoulders
- c) Name badges, must always be worn on the left-hand side of the jacket or shirt.
- d) The jacket must always be available when wearing the tie-shirt
- e) The jacket must not be worn with the open neck shirt. Jerseys
- f) The uniform jersey may be worn without the jacket

#### **4.5 Shirt**

- a) Company issue ties are to be worn at all time, with the uniform-shirt
- b) The top button of the tie-shirt may not be left undone
- c) Shirts with long sleeves must be fastened at the wrists, not rolled or pushed up
- d) The pocket must not be over-filled with cigarettes, notebooks, pens, etc.,
- e) One may choose to have short or long sleeves
- f) The jacket must always be available when wearing the tie-shirt

#### **4.6 Scarves**

- a) Must be tied around the neck neatly
- b) Only uniform scarves will be permitted while in uniform

#### **4.7 Waist coat**

- a) must be worn buttoned at all times,
- b) Name badges, seniority badges, wings and half wings must always be worn on the left-hand side of the jacket or shirt.
- c) A **Half wing** logo will be placed on the left side of the waist coat for the cabin crew

#### **4.8 Shoes -cooperate /Safety**

- a) Only recommended shoes may be worn.
- b) Platform, stiletto /wedge shoes not permitted
- c) All shoes are to be clean and polished.
- d) Worn-down heels and soles are not permitted
- e) Safety shoes are to be worn while on tarmac

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#### **4.9 Maternity Dress**

- a) A staff will be issued a maternity dress
- b) The dress will be worn only with company sweater or jacket

#### **4.10 Belt**

- a) Only the RwandAir issued belt will be worn
- b) It must be worn through the loops on the trousers/skirts with the buckle at the front
- a) Shoes must be cleaned and polished always
- b) Must be plain leather NO patent, suede, laces, trim, buckles or patterned shoes are permitted

#### **4.11 Cabin crew handbags**

- a) Only company approved handbags may be worn.
- b) Handbag must be clean, neat and impeccable in appearance.
- c) Ornaments such as badges, stickers or coloured tags may not be attached to your handbag.
- d) Must not be overfilled

#### **4.12 Sweater**

- a) The uniform jersey/sweater must not be tight fit
- b) Must be worn on company shirt

#### **4.13 Tie**

- a) Only the company-issued tie
- b) It must be worn at all times,

#### **4.14 Apron (Cabin crew)**

- a) The apron will be issued to female flight attendants for use on board
- b) This should be worn over the uniform without jacket
- c) Half wing will be on the female aprons on the left side.

#### **4.15 Uniform badges**

- a. The wings, seniority badges and name badges as issued, must be worn at all times
- b. No other badges are permitted

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#### **4.16 Pilot hats**

- a) Standard issued hats will be Worn at all times when in uniform.
- b) Must not be altered or damaged in any way.

#### **4.17 Shirt and epaulettes**

Shirts are available in long and short sleeve shirts must not be tightly fitted and sleeve length must reach the elbows, and should be worn fully buttoned and neatly tucked into the trousers.

Male pilots may wear a white, short-sleeved, round-neck cotton T-shirt as an undershirt (sleeveless vests are not permitted)

- a) Female pilots may wear a skin color or white singlet or vest as an undershirt
- b) The appropriate company-issued epaulettes must be worn at all times
- c) The epaulettes to be insert through the shoulder loops on the shirt according to the flight crew members ranking.

#### **4.18 Pilot wings**

- a) Should be worn at all times, and pinned on the left shirt pocket
- b) The uniform Jacket will **NOT** have a logo instead a metal wing will be worn above the pocket on the top left
- c) Company-issued badges or pins must be worn as instructed

#### **4.19 Overalls**

- a) Standard company overalls will be worn

#### **4.20 PPE's**

PPE's to be worn by all staff at all times while accessing the Tamarac, 1 pair to be provided every year

- a) Gloves
- b) Ear muffs/ Earplug
- c) Reflector
- d) Overalls
- e) Rain coat
- f) Knee pad

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## **5 UNIFORM BASELINE**

### **5.1 FEMALE**

For uniform to be considered as a complete set, the following uniform items shall be issued to all female frontline staff

- Trouser
- Blouse
- Jacket
- Skirt
- Scarf
- Belt
- Sweater
- Safety shoes
- All the required PPEs

### **5.2 MALE**

For uniform to be considered as a complete set, the following uniform items shall be issued to all male frontline staff.

- Jacket
- Trouser
- Shirt
- Tie
- Belt
- Sweater
- Safety shoes
- All the required PPEs

Except for Crew where additional uniform pair shall be offered as guided in the distribution table.

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## 6 UNIFORM DISTRIBUTION GUIDELINES

Employees are entitled to the following uniform allocation every two years.

STAFF	UNIFORM	PAIR
<b>FEMALE - Passenger Handling, Customer Relations, Catering, Charge Note &amp; Baggage Services</b>	Blouse	4
	Skirt	2
	Trouser	2
	Belt	2
	Jacket	2
	Scarves	2
	Sweater	2
	Safety shoes	2
<b>MALE - Passenger Handling, Customer Relations, Catering, Charge Note &amp; Baggage Services</b>	Jacket	2
	Trouser	2
	Belt	2
	Shirt	4
	Sweater	2
	Safety shoes	2
	Tie	2
<b>FEMALE - Cabin crew and Air Marshal</b>	Blouse	4
	Skirt	2
	Trouser	2
	Belt	2
	Shoes	1cabin+1high heel
	Pantyhose	4
	Handbag	2
	Jacket	2
	Waist coat	2
	Scarf	4
	Apron	2
	Handbag	1
Suitcase/trolley bag	1	
<b>MALE - Cabin crew and Air Marshal</b>	Waist coat	2
	Trouser	4
	Jacket	2
	Tie	2
	Shirt	4

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STAFF	UNIFORM	PAIR
	Shoe	2
	Belt	2
	Suitcase	1
<b>MALE - Pilots</b>	Hat	1
	Shirt epaulette	4
	Trouser	2
	Belt	2
	Jacket	2
	Wings	2
	Tie	2
	Safety shoes	2
	Suite case	2
	<b>FEMALE - Pilots</b>	Hat
Shirt Epaulette		4
Trouser/skirt		2
Belt		2
Jacket		2
Wings		2
Safety shoes		2
Handbag		1
Suitcase		1
<b>MALE &amp; FEMALE - Flight Engineers</b>	Trouser	2
	Belt	2
	Shirt	4
	Tie	2
	Safety shoes	2
	Overalls	2
	Rain coat	1
<b>FEMALE - Security Agents</b>	Shirt	2
	Skirt	4
	Trouser	2
	Belt	2
	Scarf	2
	Safety shoes	2
	Sweater	2
<b>MALE - Security Agents</b>	Jacket	2
	Trouser	2

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STAFF	UNIFORM	PAIR
	Belt	2
	Shirt	4
	Safety shoes	2
	Tie	2
	Sweater	2
<b>Aircraft Loaders</b>	Overall	2
	Gloves	2
	Safety shoes	2
	Ear muffs	2
	Sweater	2
	Safety shoes	2
<b>Aircraft Groomers</b>	Shirt	4
	Trouser	2
	Sweater	2
	Safety shoes	2
<b>Logistics Driver</b>	Shirt (New Design)	4
	Trouser	2
	Belt	2
	Sweater	2
<b>FEMALE - Sales (HUB, Cargo, Outstation)</b>	Blouse	4
	Skirt	2
	Trouser	2
	Belt	2
	Jacket	2
	Scarves	2
<b>MALE - Sales (HUB, Cargo, Outstation)</b>	Jacket	2
	Trouser	2
	Belt	2
	Shirt	2
	Sweater	2
	Tie	2
<b>MALE &amp; FEMALE - Ramp Supervisors</b>	Jacket	2
	Skirt	2
	Belt	2
	Shirt (new design)	2
	Sweater	2
	Tie	2

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STAFF	UNIFORM	PAIR
	Scarves	2
<b>FEMALE - Ground Engineers</b>	Jacket	2
	Trouser/Skirt	2
	Belt	2
	Shirt	4
	Sweater	2
	Tie	2
	Scarf	2
	Safety shoes	2
	<b>MALE - Ground Engineers</b>	Jacket
Trouser		2
Belt		2
Shirt		4
Sweater		2
Tie		2
Scarf		2
Safety shoes		2
<b>Load Control/ Dispatch</b>	Jacket	2
	Trouser/Skirt	2
	Belt	2
	Shirt -white	4
	Sweater	2
	Tie	2
	Scarf	2
	Safety shoes	2

## 7 PPE ALLOCATION

### All Staff Accessing the Ramp (1 Piece of Each)

No.	PPE
1.	Reflector Jacket
2.	Ear Plug
3.	Disposable Latex Gloves
4.	Rainwear High Visibility Coat
5.	Steel Toe Cap Safety Shoes (Ladies And Men Wear)

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**Maintenance**

No.	PPE
1.	Hard Hat
2.	Ear Canal Caps
3.	Ear Muffs
4.	Full Body Harness
5.	Safety Eye Glasses With Side Shields
6.	Protective Leather Gloves
7.	Long Sleeve Rubber Gloves
8.	Microfine Foam Coated Gloves
9.	Insulated Safety Shoes -Electric Hazard Shoes

**Ramp - Loaders**

No.	PPE
1.	Protective Leather Gloves
2.	Hi Vis Coverall Overall Boiler Suit
3.	Knee Pads
4.	Rainwear High Visibility Jacket + Over trousers

**Ramp – Lavatory Servicing Team**

No.	PPE
1.	Face Shield
2.	Full Arm Length Rubber Gloves
3.	Water Proof Safety Shoes (Gum Boots With Steal Toe Caps)
4.	Hi Vis Coverall Overall Boiler Suit- White

**Ramp- Cabin Appearance**

No.	PPE
1.	Respirator
2.	Ear Canal Caps
3.	Face Shield
4.	Dust Mask
5.	Safety Eye Glasses With Side Shields
6.	Long Sleeve Rubber Gloves
7.	Full Arm Length Rubber Gloves
8.	Water Proof Safety Shoes (Gum Boots With Steal Toe Caps)

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### Cargo - Cold Room Team

No.	PPE
1.	Cold Insulation PVC Gloves
2.	Cold Store High Visibility Jacket
3.	Cold Store High Visibility Trousers
4.	Insulated Safety Shoes -Cold Environment
5.	Thermal Gloves

### GSE Maintenance

No.	PPE
1.	Respirator
2.	Ear Muffs
3.	Ear Canal Caps
4.	Safety Eye Glasses With Side Shields
5.	Welding Shield Helmet
6.	Protective Leather Gloves

## 8 UNIFORM DISTRIBUTION RULES

- a) New uniforms will be distributed to each staff after every two years.
- b) PPE's shall be distributed every year or expect in cases where its necessary (at discretion of uniform coordinator and department head)
- c) Employees must return old uniform before being given new ones.
- d) Logistics department will distribute uniform to staff as stipulated in the above distribution table.
- e) If a staff is not given a full set due to shortage, it shall be recorded for future reference
- f) Employees are required to sign for the uniforms
- g) Upon issue, company uniforms become the responsibility of the employee for maintenance and care.
- h) RwandAir may issue new uniforms periodically or require uniforms to be returned for special purposes (e.g., logo change, corporate colour change). Employees will be given notice of the exchange, and the company will provide suitable replacement uniforms
- i) In the event a uniform needs repair or replacement, employees will be required to return the uniform in exchange for a replacement.
- j) Employees are required to return uniforms in the event of termination/resignation. This is to maintain the integrity of RwandAir' s corporate image by minimising the risk of being misrepresented in the future.

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## 9 ALTERATIONS TO UNIFORMS

- a) RwandAir will contract one specific tailor where staff can go to for alterations.
- b) Alteration should not be outside uniform specifications.
- c) You are not under any circumstances allowed to change the uniform design.

## 10 DISCIPLINARY CONSEQUENCES

When an employee disregards the company dress code, their supervisor should reprimand them. In some cases, supervisors may ask employees to return home to change.

**NOTE:** Employees may face more severe consequences, if;

- a) Their appearance causes irreparable damage, like loss of a major client.
- b) They repeatedly violate our dress code.

## 11 TERMINATION/RESIGNATION

- a) Staffs are required to return their uniforms when leaving the employment of RwandAir.
- b) In the event of termination of employment or anytime on demand, staff may be called upon to reimburse RwandAir for lost or damaged uniforms or parts thereof (normal wear and tear will be considered).

## 12 UNIFORM REGULATIONS

These are applicable to all uniformed staff where applicable:

- a) When in uniform you have a commitment to reflect a positive and professional RwandAir image.
- b) The uniform should thus be worn exactly as prescribed and at no time be worn mixed with any civilian clothing.
- c) Uniforms must be worn clean, carefully brushed and pressed at all times. Special attention should be given to the removal of spots and marks.
- d) Uniforms may not be altered without prior authorization.
- e) Staff may be called upon to reimburse RwandAir for lost or damaged uniforms or parts thereof.
- f) One must present a polished and professional image while in uniform with careful attention to detail.
- g) Uniforms must be worn during official working hours including weekends
- h) Staff **MAY NOT** visit a public bar where alcohol is served, or partake of alcohol, whilst in uniform.

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- i) When reporting for duty, staff must always be fully dressed in compliance with the uniform regulations.

**NOTE:** Any abuse, breach or failure to follow or adhere to this policy may be considered by to be misconduct or if of a serious nature, it may be considered as serious misconduct and may lead to disciplinary action.

**END**

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