



RwandAir
Fly the dream of Africa

SPORTS DEVELOPMENT POLICY

WB/P/HR/06-SD

VERSION 1.0

JULY 2024

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1. POLICY OVERVIEW

1.1 Purpose

The purpose of this Policy is to establish the Development and management of sports activities among the RwandAir staff community because sports are one way to market and have visibility of RwandAir across its networks.

It has been confirmed that sports can help promote employee engagement and generate revenue while it is used in marketing. Employee engagement involves creating an environment in which workers can give their 100% every workday.

The Government of Rwanda also recognizes sports as one of the pillars of social transformation and development. Through different initiatives, the government of Rwanda is promoting sports in all corners of society unbiased to gender, age, or physical capacity at work and outside of the work environment.

1.2 Scope of Application

All RwandAir staff are encouraged to engage themselves in sports activities and the company shall be able to make necessary arrangements for staff to participate in such activities either in designated GYM's, Swimming pools, Golf, or anywhere else as may be planned by the company.

The company shall support the teams in all aspects related to, for example, **uniforms (jerseys, boots, balls), sports playgrounds, facilitation on travel in and outside the country, involving transport, accommodation, required kits, refreshments before and after games** in competitions they attend, and equipment like.

1.3 Review

This Sports Development Policy is subject to periodic review and may be updated as necessary to reflect changing conditions and requirements. In this case, the executive committee in consultation with the sports coordinator and the secretary if necessary, shall initiate the process of review and come up with a proposal to be approved by the CEO

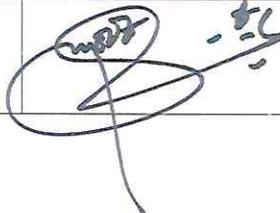


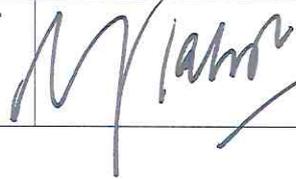
1.4 Approval

This Sports Development Policy has been reviewed and approved as detailed below. It embodies RwandAir’s dedication to promoting sports and physical activity. This policy aims to ensure that all employees and representatives of RwandAir understand and adhere to best practices and legal requirements in their sports endeavors while representing RwandAir.

OWNER:	Title	VERSION
Human Resource Department	RwandAir Ltd Sports Development Policy	1.0

Author	Title	Signature	Approval Date
David Biseruka	Ag. Chief HR & Admin Officer		29/7/2024

Reviewer	Title	Signature	Approval Date
Isah Byarugaba	Chief Legal Officer		29/07/2024

Approver	Title	Signature	Approval Date
Yvonne Manzi Makolo	Chief Executive Officer		29/07/2024

1.5 APPLICATION

This policy shall focus on establishing and supporting of RwandAir's sports Competitive Teams against other teams of different institutions and make sure RwandAir is represented in tournaments that may be invited to participate in mainly in 3 disciplines. The company may support other disciplines as the need may arise;

The 3 disciplines are;

- (1) Football,
- (2) Volleyball,
- (3) Basketball

Each team shall have a coach, a captain, First Aid Officer, a Team Manager, and A Kit Officer/ logistics. All members of the team shall be RwandAir's employees and only Coaches may be sourced from outside the company on a contractual basis.

- (i) The Football team shall be composed of the 22 team members, starters and their substitutes.
- (ii) Volleyball and Basketball teams each shall be composed of the 12 team members, starters and their substitutes.
- (iii) Each Player and a technical committee member shall be entitled to a monthly allowance as stipulated within this policy. Only the coordinator and the secretary shall be entitled to communication allowances.

2. ESTABLISHMENT OF COMMITTEES

RwandAir's sports development shall be managed by two committees, The Sports Technical Committee which shall be composed of members from different teams, and The Executive Committee which shall be composed of members of senior management. Such committees shall ensure company teams are fully supported accordingly.

2.1 Executive Committee

The Executive committee shall be composed of the following from senior management;

- (a) Chief HR & Admin officer - Chairperson
- (b) Director of Security - Member
- (c) Director Ground Services - Member
- (d) Chief Legal Officer -Member
- (e) Senior Manager Promotions and Marketing - Member
- (f) Senior treasurer Manager - Member

Duties and responsibilities of the Executive Committee



The executive committee shall play voluntary and non-payable responsibilities to RwandAir's team's welfare and shall from time to time check the performance of the teams, and make sure of the following responsibilities;

- (a) To provide direction for the company teams through effective leadership and management
- (b) To review and approve if necessary the technical committee recommendations
- (c) To make decisions whenever the need arises, in consultation with the Chief Executive Officer or the Deputy Chief Officers on matters related to RwandAir teams
- (d) To be involved, where appropriate, in the coordination of RwandAir teams' activities such as outside-the-country tournaments by providing casual workers in their absence
- (e) To manage and oversee the work of technical committee personnel
- (f) To study, review, and suggest to management the RwandAir's team budget for approval
- (g) To review and recommend for approval to the management of the RwandAir team's annual report
- (h) To ensure that club statutory documents and other returns are administered and filed on time
- (i) To advise the Management on the use and investment of company funds in different teams
- (j) To act where necessary on permissions of players and technical committee during practices and matches
- (k) To motivate players and the technical committee by providing incentives at the end of the tournaments.
- (l) To reinforce teams by facilitating them in recruitment processes based on special skills like sports
- (m) To provide training and short courses to the technical committee

2.2 Technical Committee

The Technical committee shall be composed of the following;

- (a) RwandAir Sports coordinator
- (b) Sports Secretary
- (c) All Team Coaches
- (d) All Team Assistant Coaches
- (e) All team managers
- (f) All Team First Aid
- (g) All Team logistics

The Technical Committee's Duties and Responsibilities

The technical committee shall be chaired by RwandAir Sports Coordinator and assisted by its Secretary who shall be seconded by the Executive Committee and approved by the Company's Chief Executive Officer.

The committee shall report its activities and performance to the executive committee on a monthly basis. The technical committee shall be responsible for athletics recruitment and



recommendations, athletic training, providing resources for athlete education, ensuring team and coach compliance, and even fostering discipline and performance of different teams.

The technical committee shall play a key role in the success of the teams throughout the season. Coaches should always give monthly reports, teach relevant skills, tactics, and techniques, and identify the strengths and weaknesses of players. They also prepare training and matches (competitions to achieve the set goals of all tournaments

Players practice developing and improving their skills and maintain their sports equipment in good condition. Players also train, exercise, and follow special diets to stay in the best physical condition and take instructions regarding strategy and tactics from coaches and other sports staff during games.

Players follow the rules of the sport during competitions and games if not the Technical committee will report the case of indiscipline and quick action will be taken.

The technical committee is to organize and direct teams facilitated by team Managers who shall be administratively accountable to the league for the following requirements:

3. TEAM MANAGEMENT

The team managers shall ensure proper organization and coordination of their teams for maximum output. This shall be done by:

(i) Attend Team Meetings

The Leagues Conducts Team Manager Meetings to review and update team representatives on rule or policy and procedure changes. Team Managers are REQUIRED to attend these meetings in person or to designate a teammate to represent the team

(ii) Communicate with the team:

It is the Team Manager's responsibility to pass on all information that is presented at the Team Manager meetings or emailed to them by the league to their players, even if they do not personally attend the meetings. If a representative attends the meetings in lieu of the Team Manager, the team rep is still accountable for disseminating this information to their team.

(iii) Assign a team captain for each game:

The Team Manager may act as the team captain at each game, or the team may designate a different player as captain for each match.

(iv) Be a good example:

The Team manager shall reinforce a positive attitude on and off the field. The team manager must create atmosphere for players to follow. Team manager shall have control over the team.



(v) Help put up or take down equipment:

Each team manager is responsible for the company, property, and facilities used in each game and at any training session, respectively. If a team fails to assist in these activities and the league is so informed, the team manager's respective team will be subject to sanction by the technical committee, and if not done so the executive committee shall enforce sanctions thereof. Each team is responsible for delivering/returning their perspective field equipment to the company-designated premises.

(vi) Know the league rules and the Laws of the Game:

It is the team managers and the technical committees on behalf of the company responsibility to learn and know the League Rules and Regulations. This includes the Sportsmanship Points system, Game Rules, Registration procedures, and league Disciplinary and Rules (D&R) Committee Operating Procedures and Sanctioning Guidelines.

(vii) Communicate with the league:

Make sure you understand and pass on to players how to submit feedback through the forms required. And remind them to be respectful when submitting feedback. The leagues usually take feedback very seriously.

(viii) Registering players:

It is the Technical Committee and Team Manager's responsibility to understand all the procedures and deadlines for registering players. They shall work with any new players to make sure to pass this information on to them correctly.

3.1 Uniforms

RwandAir shall buy each team uniform for players with numbers. No duplicate numbers and they must be permanent, not tape or marker. If a team runs short, on uniforms it is up to the player or Team Manager to request for the purchase of team uniforms from the procurement department through the executive committee. Uniforms shall be branded within RwandAir colors and logs.

3.2 Code of conduct for players

(i) Attend practices

Each team player is responsible of attending all scheduled practices, training, exercise and matches on time.

(ii) Participation in non-league competition

Each team player should understand that it is prohibited to play for other teams once he or she is registered as a RwandAir player, that is to say, no one is allowed to play for RwandAir and at the same time for other teams in national divisions once RwandAir is not participating in those tournaments.



3.3 Remuneration and Facilitation

Each member of the technical committee and players of each team shall be entitled to a monthly remuneration/allowance by the company in consideration of the company's financial capacity. However, the company reserves the right to withdraw the remuneration allowance or facilitation from any player in any team or the entire team(s), or any technical member(s) for disciplinary or performance reasons or for whatever reason as the company may deem necessary without any justification to anyone.

Annex 1 indicates the technical committee members' and players' monthly remuneration/allowance and facilitation.

The company shall provide refreshments to each team whenever there is a competitive game.

3.4 Non-Compete Clause for Employees Involved in Sports Activities

During the term of employment, employees participating in sports activities and company teams shall acknowledge and consent that any additional responsibilities related to sports are not considered extra work and shall not entitle them to additional salary. This clause ensures clarity regarding the nature of sports-related duties and their compensation for such activities is not an obligation.



ANNEX 1

Coach's remunerations and Players' facilitation allowance for refreshments during training sessions

Member/Player	Remuneration allowances in Rwandan Francs (Tax exclusive)
Sports coordinator (staff)	200,000 plus 20,000 for communication allowance per Month
Sports secretary (staff)	150,000
Each Team Coach (Non-staff) hired on a contractual basis	300,000
Team Coaches (Staff)	150,000
Each Team Managers	100,000
Each First Aid	60,000
Logistics (staff) 3	60,000
Each Player	50,000

