



RwandAir
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STAFF REBATE TRAVEL

STANDARD OPERATING PROCEDURE AND POLICY DOCUMENT

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Introduction

One of the fringe benefits that RwandAir provides to its employees is the privilege of travelling on free or reduced travel to any destination on RwandAir network and those of its partner airlines. This privilege is also extended to current board members, former D/CEOs. Rebate travel is a privilege and not a right and hence all beneficiaries must adhere to stipulated rules and procedures by the company. To this end we have documented in this SOP, procedures and policies for beneficiaries to follow. Failure to do so may result in suspending temporarily or indefinitely the privilege accorded to that beneficiary. It is the responsibility of every employee and beneficiary to acquaint himself/herself with all the contents and requirements of this SOP. We urge all employees to read and understand this document fully.

Purpose

The purpose of this staff rebate policy is to provide guidelines for beneficiaries of this policy regarding the benefits of this privilege and also document the process of benefitting from it, who is eligible to benefit from this privilege, when the beneficiary may use this privilege and associated conditions that apply to the use of this privilege.

Secondly, the purpose of this SOP is also to define the rules and regulations of allotment, ticket issuance, etc.

Revision History

Date	Revision No.	Sections Changed
01/01/2020	3.0	Entire SOP

Responsible for this SOP

Commercial department shall be charged with drafting Amending/ updating this document. While Human Resource Department is responsible for enforcing the policies and procedures in this SOP.

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1. Employees of RwandAir and RwandAir Catering
2. Serving Board of Directors (Board) members
3. Eligible former employees who have now retired or resigned
4. Serving Chairperson of the Board
5. Former CEO's and D/CEO's

Definitions

- 1) Employee: A person who has permanent or contractual employment with RwandAir and is on the payroll of RwandAir or its wholly owned subsidiaries.
- 2) Incumbent Board of Director (Board) member: Any person who has been appointed to serve on the Board of Directors of RwandAir by the shareholder.
- 3) Executive Management members: CEO, DCEO, heads of departments (HODs)
- 4) Retiree: A former employee with at least ten 10 years continuous service with RwandAir and who is no longer serving the company due to official retirement pursuant to Rwandan law.
- 5) Resigned Employee: A former permanent employee with at least ten years continuous service with RwandAir and who is no longer serving the company having officially resigned per the policies and procedures of RwandAir.
- 6) Spouse: An individual to whom an employee or board member is officially and currently married to.
- 7) Child (Children): Any person up to 21 years of age (or 27) provided they are in school/university and have supporting documents, such as current school ID) and who is the biological, legally adopted, legally assigned, legally dependent, or foster child of an employee or a Board member.
- 8) Parent: Any person who is the biological, legally assigned, or legal guardian of any employee or Board member.
- 9) Immediate family members: Collectively spouses, children and parents of employees, Board members, retirees and resigned employees.
- 10) Beneficiaries: Collectively employee, Board member, retiree, resigned employee and their immediate family members.
- 11) ID00NY1: 100 percent industry discount in economy class (confirmed) on firm basis



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- 12) ID00NY2: 100 percent industry discount in economy class (standby)
- 13) AD75NJ2: 75 percent agency discount in business on space available (stand-by) basis.
- 14) GV40NY2: 40 percent government discount in economy on space available (stand-by) basis.
- 15) ID, AD, GV: Types of discounts.
- 16) 00/75/40/etc.: The figures after the types of discounts specify the amount of discount provided (00 is to mean 100.)
- 17) NY, NJ: To specify the cabin in which the discount is applicable.
- 18) 1, 2: To specify whether rebate is on positive (confirmed/basis) or space available (stand-by) basis, respectively.
- 19) Concessionary Travel: Travels that are based on rebate ticket. Concessionary, rebate, reduced, pass, discounted, shall all be used interchangeable to mean the travel privileges accorded to employees and beneficiaries under this policy.
- 20) Travel Request form: Format outlining all necessary details to be filled in by the employee seeking concessionary travel and the required signatories.
- 21) RT: Round Trip or Circle Trip
- 22) SA: Space available. These refer to listings made in the reservations system for standby passengers for meal and check-in purposes. Listings do not impact the inventory of seats in a flight.
- 23) Enroute: In a multi-leg flight any point that is between the origin and final destination of the flight. E.g. KGL-BOM-CAN. BOM is an enroute point.
- 24) Domestic Destinations: Any Destination within the borders of Rwanda
- 25) Neighboring Destinations: Any Destination within the borders of countries neighboring Rwanda, i.e. Tanzania, DRC, Uganda, and Burundi
- 26) Regional: Any flight between Rwanda and other African countries as defined by IATA
- 27) Intercontinental: Any flight between Rwanda and a point outside Africa as defined by IATA
- 28) UM: Unaccompanied Minors
- 29) OAL: Other Airline
- 30) FOC: Free of Charge
- 31) Rebate or Concessionary Travel Facilities: FOC or discounted tickets
- 32) Ticket (as related to this SOP): OW or RT with no more than two online transfers per OW trip.

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- 33) Zonal Employee Discount (ZED): Multilateral agreement for reduced rate for personal and/or duty travel by airline employees and beneficiaries. (RwandAir has several interline agreements (under IATA Resolution 788) with ZED affiliated airlines to ensure that additional air travel discounts are made available to staff and their registered beneficiaries.)
- 34) Rebate request: Request in writing for reduced rates from WB or another airline
- 35) Barter: In kind agreement with a company for the services of the company in exchange for tickets at a predetermined value. It is special agreement with a company for the services of the company in exchange for tickets at a predetermined value.

Policy

6.1 Conditions

- a) Travel concessions are privileges and not rights. Travel concessions shall be used for non-income generating purposes, such as leisure, vacation, fulltime studies or visiting friends and relatives. Travel for purposes involving any remuneration or business or for commercial purposes is not permitted. Privilege shall be revoked at the sole discretion of WB for any abuse or non-compliance to this policy. *This article should be stated in the 'Travel Request Form' for beneficiaries to sign each time they request rebate travel*
- b) Listing (booking on SA basis) in our reservations system for stand-by travel shall be compulsory. It is the responsibility of the Employee to ensure that he/she and/or his/her beneficiaries are listed for the flight/s they intend to travel on. Failure to observe this regulation may result in refusal to be accepted for travel.
- c) Acceptance priority in case full flights is as follows: The precedence is to the higher category (refer to tables 2.) If both employees are in the same category, then the most senior recruited employee (based on their ID number) will receive priority.
- d) Employees and their beneficiaries will only be entitled to travel privileges after 12 months of continuous service (including probation period) at RwandAir. Senior managers and above, including their registered beneficiaries shall be exempted of this requirement and will be entitled to travel privileges from the start of their official date of service. If an employee has not completed (12) consecutive months of work, they will be beneficiaries only in case of emergencies and as approved by the CEO.
- e) Children younger than (12) years of age must be accompanied by an adult when traveling. Should they travel alone, they shall be treated as UMs and pay all applicable charge of this service in advance.

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- f) RwandAir Employees are compelled to carry the RwandAir identification card.
- g) Registered beneficiaries will be required to identify themselves upon check-in. Such proof of identity should bear the photograph of the individual registered in the staff travel portal with HR.
- h) Application for rebate tickets should be submitted to the travel desk no earlier than three (3) months and no later than 24 hours prior to travel date. If travel is partially or fully on OAL, request must be submitted earlier as booking is strictly based on availability of the OAL for which RwandAir may have no control. Exceptions will only be made in the case of death or other emergencies, for which adequate proof must be submitted and approved by the head of the department at Executive Management level.
- i) All other conditions under the various company policies will apply.
- j) Mode of payment for tickets under this policy shall be according to similar payment options available on regular commercial tickets
- k) Tickets issued under this policy are not transferable.

6.2 Rebate Charges

- a) All allotments are provided as approved. YR charges (fuel surcharge) are not applicable but all employees must pay government taxes. Service charges are not applicable for rebate tickets.
- b) Any space available employee may pay 50% (ID50YN1/JN1) of the available RBD base fare in their entitled cabin to obtain a firm ticket. Fuel surcharge and service charge shall not be payable in this instance.
- c) All rebate tickets are valid for six months. The validity of RwandAir tickets may only be extended due operational disruption or if approved by CCO.
- d) Employees have the responsibility to return unused tickets to the travel desk for cancellation of the concessionary tickets and make relevant claims. However these claims are not permitted on partially used tickets.

6.3 Restrictions

- a) Concessionary travel facilities are made available on an annual basis starting January 1st of each year and are non-cumulative. If the forward journey of a ticket is undertaken by the beneficiary before the end of one calendar year, then the return journey may be undertaken during the following calendar year, so long as the ticket hasn't expired. These concessions are neither exchangeable for cash nor transferable to someone else.

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- b) Eligibility and terms of these travel privileges on other IATA airlines are not guaranteed and are at the sole discretion of the OAL and the ZED agreement we have with them.
- c) Employees and beneficiary family members shall not be able to obtain rebate tickets unless first registered with HR in the 'family member' section of the payroll system.
- d) Beneficiaries travelling on concession tickets will not be allowed to be upgraded to premium class and/or to business class, whether free of charge or by paying an upgrade fee, unless their category allows them to.
- e) Traveling Employees and registered beneficiaries are expected to be in possession of all required travel documents such as passport, visas, health certificates etc.
- f) An employee or registered beneficiary undertaking concessionary travel may be downgraded or offloaded from a flight, if the seat is required for a revenue passenger or a staff member traveling on duty. However, once such employee has begun her/his flights/he may not be offloaded or downgraded at enroute points.
- g) Offloading criteria shall be as follows:
 - i. An employee and/or beneficiaries with a firm ticket has priority over one with a standby ticket (SA)
 - ii. The higher the category the higher the priority.
 - iii. If two employees are in the same category then the one with the seniority (based on ID number) will have priority.
 - iv. Immediate family members with firm tickets have priority over employees with SA tickets.
 - v. Immediate family members of M1 and M2 will have priority over M3 and below.
- h) RwandAir reserves the right to impose embargoes on this entire policy, periods of travel and/or specific flights, as it deems necessary.
- i) Only employees will be allowed to apply and purchase tickets. Unauthorized people or beneficiaries shall not have direct access to the administrators of this policy.
- j) Partially used tickets will not be acceptable for refunds.

6.4. Dress code and behavior

- a) Beneficiaries are required to display good universally acceptable conduct and behavior at all times.

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- b) Beneficiaries should be dressed in accordance with public standards of good taste. Code: smart casual. Other carriers may require special dress codes, which beneficiaries are always to adhere to when travelling on that carrier.
- c) Beneficiaries must ensure that no inconvenience is caused to revenue passengers and that ground staff and cabin crew are not distracted from providing the service they deserve.
- d) Failure to observe these regulations may result in refusal to be accepted for travel and suspension of pass privileges.

6.5 Members of staff on approved unpaid leave (leave without pay.)

- a) Employees on approved unpaid leave may avail themselves of unused concessionary tickets that have not yet expired.
- b) Employees on approved unpaid leave with at least five (5) years of continuous service with RwandAir will be entitled to concessionary travel according to their category as detailed under table (1)
- c) Employees on approved unpaid leave with less than five (5) years of continuous service with RwandAir will be entitled to one (1) concessionary travel ticket if staff, two (2) if Manager and above. Three (3) if executive management member.
- d) Tickets of an immediate family member of an employee on unpaid leave may utilize the ticket slot allocated to staff under (c) above.

6.6 Retired, Resigned and Dismissed employees of RwandAir

- a) As a token of goodwill RwandAir will extend travel benefits to retirees and their legally married spouses and children with at least five (5) years continuous service with RwandAir as per table (1) on RwandAir operated routes for a maximum period of twenty four (24) months from effective date of retirement.
- b) Upon resignation with appropriate notice per policy or contract of an employee or dismissal without prejudice, after serving RwandAir for ten (10) years (or above) the employee and his/her beneficiaries are entitled to concessionary travel according to table (1) for the rest of their lives.
- c) Upon resignation with appropriate notice per policy or contract of an employee or dismissal without prejudice, after serving RwandAir for five (5) years (or above) the employee and

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his/her beneficiaries are entitled to concessionary travel according to table (1) for two (2) years.

- d) Upon resignation before five (5) years of continuous service with RwandAir or upon dismissal with prejudice of an employee by RwandAir all travel concessions including that of all beneficiaries will cease effective from the last official date of service. The employee must return all unused concessionary tickets for cancellation or refund. (Refunds shall be honored only for totally unused concessionary tickets.)
- e) For (c) & (d) above, RwandAir shall honor the return journey, subject to the ticket validity, provided the outgoing leg was used ahead of the last date of service or the end of the two years after resignation/dismissal without prejudice of the employee, respectively.
- f) Failure by the employee to comply with (e) above, RwandAir reserves the right to cancel all such tickets without notice or charge the cost of a full fare on such outstanding concessionary tickets and deduct the amount from the Employee's final remuneration package and/or cancel the outstanding used/unused tickets.

6.7 Change in permanent employee's marital status

- a) Should an employee's marital status change during any allocation year (January to December) any remaining allotments will be granted to the new spouse and that of the former spouse will cease.
- b) The benefits of other beneficiaries will remain unaffected.

6.8 Deceased employees

The widow/widower, registered children and parents of a deceased employee will retain their full travel concessions as during the calendar year in which the employee passed away and for an additional twenty four (24) months, after which all benefits will cease.

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Travel Desk

- a) All transactions with the Staff Travel Desk must be by email as the official means of communication. Physical visits or personal follows to the staff travel office is prohibited unless an unacceptable and intolerable service quality is offered by the staff travel team members, in which case, an escalation becomes necessary.
- b) All rebate tickets will only be issued by the Staff Travel Desk. Outstations may issue rebate tickets only when explicitly directed or authorized by CCO, D/HR, D/CEO or CEO. In such cases, the outstation Supervisor or issuing customer service agent needs to send a copy of the ticket to the travel desk.
- c) All concessionary ticket requests must be handled by the travel desk within two working days for RwandAir flights and within three working days for other airlines (OAL) flights.
- d) Complaints in regards to the Travel Desk may be escalated via email to either the Regional Manager – Rwanda or Director Global Sales Operations.
- e) For application for employees, Travel Request forms must first be approved by the beneficiary's direct supervisor and D-HR
- f) For application of travel for staff immediate family members or beneficiaries, the employee's supervisor and HR is sufficient for approval before travel desk issue any concessionary tickets.
- g) All rebate requests for other airlines must be approved CCO.

6.10 Non-Compliance with staff rebate policies

RwandAir reserves the right to take appropriate action against an employee and all beneficiaries should he/she or his/her beneficiary do not adhere, or do not comply to, or contravene any part or condition of this Policy.

7. Procedure:

- a) All employees need to submit a copy of their marriage and birth certificate of each child to head office HR.
- b) All employees need to register themselves and their immediate family members in the applicable section of the Payroll system.
- c) Employee fills all the information required in the travel request form, obtain all required signatures and submit the form to the travel desk either physically or via email to stafftravel@rwandair.com

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- d) Outstations must send the duly signed travel request form to their respective regional managers, who will obtain the required signatures and submit to the travel desk.
- e) Upon receipt of the request, the customer service agent at the travel desk will handle ticket issuance or rebate request letters to OAL in the order of receipt, except for urgent/emergency cases that have been approved by the DCEOs/CEO, which will be handled immediately upon receipt.
- f) For all personal travel request on OALs the travel desk should, after obtaining the necessary signature, first send a scanned copy to the OAL and then send the original physical letter through the Sales office driver who comes to the head office once or twice a day.
- g) Requests for commuting pilots will be handled as approved and any deviations from the approved itinerary must first be re-approved by the DFO or DCEO.
- h) Before RwandAir ticket issuance the travel desk shall advise the beneficiary employee the total amount to be paid. The employee may then make payment in line with appropriate payment channel advised or may appear in person at the travel desk with exact amount, and collect their ticket if it's on RwandAir.
- i) Upon receipt of payment information from OAL, the travel desk shall advise the beneficiary employee the total amount to be paid. The employee shall then make payment for the OAL ticket and the travel desk will send the money through the Sales office driver to the respective OAL. When the OAL issues the ticket, the travel desk will send the ticket via email to the beneficiary or the beneficiary may come to the travel desk and pick up the ticket. The employee is at liberty to proceed to the OAL to pay and collect their ticket themselves once ticket is ready but by no means shall the customer service agent at the travel desk proceed to the OAL to handle beneficiary payment and ticket.
- j) If employee is physically going to collect ticket from the travel desk then s/he must do so during working hours and within 24 hours of being advised the ticket is ready.
- k) At close of business day, the issuing agency must issue a sales report per the SOP for ticket office daily sales reporting.
- l) The travel desk will also compile all rebate tickets issued during the day by using the table designed for this purpose and submit to Finance department with a copy to the CCO, CEO and Chief Auditor for reconciliation purposes.
- m) The travel Desk shall also liaise with Finance and regularly report (weekly) on rebated travel

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8. Annual Baggage Allotment, Travel and Baggage Privileges, Service Charges and Cargo Privileges

8.1 Annual Ticket Allotment

8.1.1 The following chart tabulates the annual allotment of beneficiaries by category. These allotments numbers do not accrue year on year and cannot be carried forward to the following year.

Table 1.

Cat	Designations	Years of Service	Self	Spouse	Child	Parent	Remark
M1	CEO, DCEO	N/A	Unlimited				
M2	HODs	N/A	Unlimited	8	6	6	Employee is entitled to use any remaining from spouse's allotment
M3	Sr. Managers, CMs & Captains	N/A	14	6	4	4	
M4	Managers	N/A	12	4	3	3	
M5	SMs, First Officers, Supervisors,	10	10	4	3	3	
S1	All other staff, including F.O.s	>8 (incl. 8)	8	4	3	3	
S2	All other staff, including F.O.s	>4 & < 8 (incl. 4)	6	3	2	2	
S3	All other staff, incl. Supervisors & F.O.s	>1 & <4	4	2	1	1	
R1	Former CEOs	5	6	4	4	2	
R2	HODs (Retired or Resigned)	10	4	4	2	2	
R3	Former employees (Retired or Resigned)	10	2	2		2	

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B1	Board Members	N/A	2	2	2	2 each		
B2	Former Board Chairmen	>2 & < 4	Their allotment will continue for additional Six months					
B3	Former Board Chairmen	>4 & < 6 (Incl. 4)	Their allotment will continue for one additional year					
B4	Former Board Chairmen	>6 (Incl. 6)	Their allotment will continue for two additional year					

*Country Managers, Sales Managers and Station Managers based outside their permanent domicile are provided with two (2) tickets each for themselves, their spouse, and each child to be used to visit family back home. Destination of such tickets must be to their permanent domicile.

In addition to the allotment shown above under table 1 and pursuant to aforementioned provisions, any space available employee may have their ticket confirmed as firm tickets by paying 50% (ID50YN1/JN1) and all employees may receive unlimited Y SA rebate ticket by paying 50% (ID50YN2), respectively. In both cases service charge and fuel surcharge shall not apply for whichever category the employee is in and the discount calculations will be made based on published "M" RBD for the sector(s) requested.

8.2 Travel Privileges

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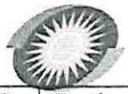


8.2.1 The following chart tabulates the travel privileges accorded by category

Table 2.

Cat	Designations	Self	Spouse	Child	Parent
M1	CEO, DCEO	Business: confirmed Duty or Personal Travel	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee
M2	HODs	Business: confirmed Duty or Personal Travel	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee	Business: confirmed only if travelling with employee. SA, if travelling alone
M3	Sr. Managers, CMs & Captains	Business: Duty - Confirmed Personal Travel - SA	Business: Personal Travel - SA	Business: Personal Travel - SA	Business: Personal Travel - SA
M4	Managers & First Officers	If duty: Economy confirmed If personal: Economy SA	Economy -SA	Economy SA	Economy SA
S1	All other staff	Duty or Personal: Economy SA	Economy SA	Economy SA	Economy SA
S2	All other staff,	Duty or Personal Travel: Economy SA	Economy SA	Economy SA	Economy SA
S3	All other staff,	Duty or Personal Travel: Economy SA	Economy SA	Economy SA	Economy SA
R1	Retire / Resigned M1 and M2	Business SA	Business SA	Business SA	Business SA
R2	Retired/ Resigned M3 and M4	Economy SA	Economy SA	Economy SA	Economy SA

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R3	Retired/ Resigned All others	Economy SA	Economy SA	Economy SA	Economy SA
B1	Board Members	Business: confirmed Duty or Personal Travel	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee
B2	Former Board Chairmen	Business: confirmed Duty or Personal Travel	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee
B3	Former Board Chairmen	Business: confirmed Duty or Personal Travel	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee
B4	Former Board Chairmen	Business: confirmed Duty or Personal Travel	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee	Business: confirmed travelling with or without employee

8.3 Baggage allowance

Baggage allowance for staff and their beneficiaries shall not exceed the published free baggage allowance for the cabin ticketed.

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8.4.1 The following chart tabulates the cargo privileges per category

Table 4.

Cat	Designations	Privilege	Rate
M1	CEO, DCEO	900 Kgs a year	ID25N2
M2	HODs		
M3	Sr. Managers , CM		
M4	Managers ; Captains, CM (B), SM		
M5	SMs*, First Officers. Supervisors.		
S1	All other staff,	600 Kgs a year	ID25N2
S2	All other staff,		
S3	All other staff,		
R1	Retire / Resigned M1 and M2		
R2	Retired/ Resigned M3 and M4		
R3	Retired/ Resigned All others		
B1	Board Members		
B2	Former Board Chairmen		
B3	Former Board Chairmen		
B4	Former Board Chairmen		

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