



PERFORMANCE MANAGEMENT POLICY

RELIANT strives to provide a work environment where all employees understand the impact their contributions have on the achievement of organizational goals and are provided the opportunity for ongoing personal growth. RELIANT's aim is to build a workplace culture that fosters leaders and allows every person to thrive, contribute, and grow. One way we can accomplish this goal, is through a strong performance-based management program that culminates in a performance review. The purpose of an effective performance management system is to allow employees to have a clear understanding of the work expected from them, to receive ongoing feedback regarding how they are performing relative to expectations, to distribute rewards accordingly on the basis of their outstanding performance, to identify development opportunities, and to address performance that does not meet company expectations. A comprehensive performance management system empowers employees to have a greater input to their personal career progression and will enable managers to better identify, recognize, and reward individuals based upon an agreed set of criteria. This policy reflects RELIANT's commitment to our employees to ensure the performance management complies with current regulation in achieving organizational targets. It outlines the commitments we make to assess, develop, and monitor our employees; and to establish a work environment where everyone can take an active part in reaching our strategic goals while feeling a sense of pride in working at RELIANT.

- 1 **We are committed to the success of all our employees.** We believe our talent is a competitive advantage, and our investment in our employees is consistent with that philosophy. We focus on training, development, performance management, succession planning, and talent management. We develop and implement training programs to support competencies building of our employees. As needed, RELIANT may deploy international assignees for individual development and to satisfy critical business needs.
- 2 **We make employment decisions fairly.** Our capability to operate and grow our business requires a skilled workforce. We seek to recruit, place, promote, compensate, and retain employees on the basis of their qualifications for the work to be performed detailed in the job description, including experience, merit, and other work-related criteria. We develop and communicate procedures, in consultation with stakeholders, that promote equitable and transparent assessment practices. We must provide the vision of RELIANT as a compelling place to establish a meaningful and robust career with both financial and growth opportunities.
- 3 **We undertake workforce planning.** A talent review will be conducted periodically to ensure the required employees skillsets are available to support our business plan. To the extent that gaps or surpluses exists, Human Resources will work with Top Management to identify solutions to respond to the situation.
- 4 **We plan the performance assessment considering SMART goals.** Individual goals and objectives are set for the performance period. Goals are SMART [Specific, Measurable, Achievable, Relevant, and Time based]. A common performance assessment toolset has been established to support consistent assessment, development, and planning for talent across the organization. Tools that are "fixed" must be adopted across the organization without modification; tools that are "flexible" may be modified to varying degrees to meet the needs of the position.
- 5 **We manage the performance assessment fairly.** Regular communication between the supervisor and employee is critical during the management of the performance assessment cycle. Through formal and informal conversations, both parties are kept abreast of progress towards the successful completion of goals and expectations. These discussions also enable the supervisor to provide timely feedback as the process unfolds. Because the performance cycle spans several months, it is important for supervisors and employees to keep track of key performance highlights and challenges that occur during the period. Their notes will help immensely when it's time to prepare the performance review. At the conclusion of the assessment cycle, the supervisor meets with the employee to conduct the performance review. If SMART goals have been set and ongoing communication/feedback has taken place, the overall outcome of the performance review should come as no surprise to the employee. Additionally, employees will be provided feedback in the areas of Attendance and Punctuality, and Honesty and Integrity.
- 6 **We prepare career development plans.** RELIANT's culture promotes individuals in owning their careers. Career planning and professional development activities are designed to further develop and maintain a high-performance workforce by providing targeted opportunities for learning and growth. Career planning allows employees to align their development goals with long-term career goals and organizational needs.
- 7 **We implement talent retention strategies.** At times a formal retention strategy may be required to ensure the continuity of key talent for the organization. Retention strategies are jointly developed by Top Management. Solutions vary and should be targeted at resolving the root cause behind the retention risk. Areas for evaluation and potential solutions include total rewards, career development, and work environment, work life balance, leadership, and strategy.
- 8 **Non-discriminatory treatment.** RELIANT shall not make decisions using the results of the performance management based on personal characteristics [such as age, gender, race, culture, religion, marital status, and physical or mental ability] unrelated to requirements of the job, with the exception of;
 - a. Targets mandated by the law.
 - b. Targets developed through agreements for the employment of local residents, indigenous people, or individuals who have been historically disadvantaged.
 - c. Company targets for the employment of local residents, indigenous people, or individuals who have been historically disadvantaged that are expressed in publicly accessible documents with explicit goals and justifications for such targets.
- 9 **Legal compliance.** RELIANT shall comply with all applicable law and may promulgate a standard based upon applicable law or expectations exceeding legal requirements in countries where national and or local law provides for performance management. In circumstances where national law or local law is inconsistent with this policy, RELIANT shall carry out its operations consistent with the intent of this policy to the extent possible without contravening applicable laws.

In this regard, the undersigned, on behalf of RELIANT, declare our commitment to comply with the guidelines in this policy.

Kitwe, 26th November 2019

Jerson Huamani
Director