

Job Creation Policy

SOP-HR/004

Date March 2024

The purpose of this policy document is to outline the approach of AGRIFACE LTD towards job creation for different categories of people. As a profit firm committed to growth and community development, we recognize the importance of generating employment opportunities that not only drive our business objectives but also contribute to the economic well-being of our communities. This document provides a framework for our job creation strategies, ensuring they align with our mission, values, and strategic goals from 2024 - 2027 as the business enters its maturity stage. In total, we aim to create 298 jobs in the next 3 years.

Objectives

1. **Support Business Growth:** Ensure the company has the necessary human resources to support current operations and future expansions.
2. **Promote Economic Development:** Contribute to the local economy by creating job opportunities and supporting workforce development.
3. **Enhance Employee Diversity and Inclusion:** Create a diverse and inclusive workplace that reflects the community we serve.
4. **Develop Talent Pipeline:** Establish a pipeline of skilled workers through training and partnerships.

Bahati Wenslars
Founder and CEO

Job Creation Strategies

1. Internal Growth: Expansion of Services and Products: Launch new services and products that require additional workforce, thereby creating more jobs.

- Increase in Operational Capacity: Invest in expanding existing operations which necessitates hiring more employees to meet demand.
- Innovation and R&D: Encourage innovation and invest in research and development projects that create specialized job roles.

2. External Partnerships:

- Collaboration with Educational Institutions: Partner with universities, colleges, and vocational schools to create internship and apprenticeship programs that provide students with practical experience and a pathway to employment.
- Local Community Engagement: Work with local community organizations and job placement centers to identify and recruit talent from the community.
- Government Programs: Utilize government grants and incentives aimed at job creation and workforce development.

3. Talent Acquisition and Retention

- Attractive Compensation Packages: Offer competitive salaries and benefits to attract top talent.
- Professional Development: Invest in continuous learning and development opportunities for employees to enhance their skills and career progression.
- Work-Life Balance: Promote a healthy work-life balance through flexible working arrangements and supportive workplace policies.

4. Diversity and Inclusion

- Inclusive Hiring Practices: Implement hiring practices that ensure a diverse applicant pool and fair selection process. Youth, women, people with disabilities (PWD) will be given priority where necessary and deemed appropriate by the hiring manager.
- Employee Resource Groups (ERGs): Support the formation of ERGs to promote inclusivity and provide support networks for employees from diverse backgrounds.
- Bias Training: Provide regular training on unconscious bias and cultural competency to all employees involved in the hiring process.

Implementation Plan

1. Needs Assessment

- Conduct regular assessments of staffing needs based on business forecasts and strategic plans.
- Identify gaps in current workforce capabilities and project future requirements.

2. Recruitment Plan

- Develop detailed recruitment plans for each new job role, including job descriptions, qualifications, and desired attributes.
- Leverage multiple recruitment channels including online job boards, social media, job fairs, and recruitment agencies.

3. Onboarding and Training

- Create comprehensive onboarding programs to integrate new hires into the company culture and provide them with the necessary tools and knowledge.
- Implement continuous training programs to upskill employees and keep them abreast of industry developments.

4. Monitoring and Evaluation

- Establish metrics to measure the success of job creation initiatives, such as number of jobs created, employee retention rates, and diversity statistics.
- Regularly review and adjust strategies based on feedback and changing business needs.

Compliance and Ethics

1. Legal Compliance

- Ensure all job creation activities comply with local, state, and federal labor laws.
- Adhere to regulations concerning fair wages, working conditions, and equal employment opportunities.

2. Ethical Standards

- Maintain the highest ethical standards in all recruitment and employment practices.
- Foster a workplace culture that values integrity, transparency, and respect for all employees.

Conclusion

AGRIFACE LTD is dedicated to creating meaningful job opportunities that support both our business goals and the economic health of our community. By implementing these strategies, we aim to build a robust, skilled, and diverse workforce that drives our success and contributes positively to society. This policy document serves as a guide for our commitment to job creation and will be reviewed periodically to ensure it remains relevant and effective in achieving our objectives.

ANNEX 1 - INCLUSION AND DIVERSITY

People with Disabilities

People with disabilities are a diverse group of individuals who have a wide range of physical, sensory, intellectual, or mental health impairments that can affect their daily lives and activities. Disabilities can be visible or invisible, congenital or acquired, temporary or permanent, and can impact individuals in varying degrees. Understanding the different types of disabilities and their implications is essential for fostering an inclusive and supportive environment. Below are descriptions of different categories of disabilities and how they might affect individuals:

- **Physical Disabilities:** affect a person's mobility, dexterity, or stamina. Examples include mobility impairments, musculoskeletal conditions, and chronic health conditions:
- **Sensory Disabilities:** affect one or more senses: sight, hearing, touch, taste, or smell. Examples include visual impairments, hearing impairments, and sensory processing disorders.
- **Intellectual Disabilities:** are characterized by limitations in intellectual functioning and adaptive behavior, which covers a range of everyday social and practical skills. Examples include down syndrome, Fetal Alcohol Spectrum Disorders (FASD), and Intellectual Developmental Disorder (IDD).
- **Mental Health Disabilities:** affect a person's thinking, feeling, mood, or behavior, impacting their ability to relate to others and function each day. Examples include depression, anxiety disorders, bipolar disorder, and schizophrenia.
- **Developmental Disabilities:** are a group of conditions due to an impairment in physical, learning, language, or behavior areas. These conditions begin during the developmental period, may impact day-to-day functioning, and usually last throughout a person's lifetime. Examples include Autism Spectrum Disorder (ASD), and cerebral palsy.
- **Invisible Disabilities:** are not immediately apparent but can significantly impact an individual's life. Examples include chronic pain, Learning Disabilities, and epilepsy.

People with disabilities are a vital part of our diverse society. They bring unique perspectives and strengths to our communities and workplaces. It is essential to promote accessibility, inclusivity, and understanding to support their full participation and equal opportunities in all areas of life. Recognizing and addressing the barriers faced by individuals with disabilities will lead to more inclusive and supportive environments for everyone.

Young men and women

Youth employment is a critical aspect of our workforce development, ensuring that young individuals, both women and men, gain the skills, experience, and opportunities needed to build successful careers. We must promote youth employment by creating an inclusive, supportive, and equitable environment that addresses the unique needs and challenges faced by young workers. Below is a detailed description of how we shall foster for both women and men at AGRIFACE LTD.

1. Recruitment and Onboarding:

- We shall maintain an equal opportunity recruitment approach by implementing inclusive recruitment practices to ensure a diverse pool of young candidates. This includes outreach to universities, vocational schools, and community organizations, and using unbiased job descriptions and recruitment channels.
- We shall embrace targeted programs: establishing specific programs like internships, apprenticeships, and graduate trainee programs aimed at young individuals. These programs should be designed to attract a balanced number of women and men, promoting gender diversity from the start.
- Finally, we must have a comprehensive onboarding process that provides a structured onboarding process that helps young employees understand our culture, values, and expectations. This should include orientation sessions, mentorship opportunities, and training tailored to the needs of young professionals.

2. Training and Development

- Skill Development will offer continuous learning and development programs that equip young employees with the skills required to succeed. This includes technical training, soft skills development, leadership training, and opportunities for certification.
- We shall mentor and coach them by pairing with experienced mentors who will provide guidance, support, and career advice. This will be particularly beneficial in helping young women navigate career challenges and opportunities within male-dominated fields.
- Career Pathways: Creating clear career pathways that outline potential career progression with us. Providing transparency around promotion criteria and opportunities for advancement helps motivate young employees and supports long-term retention.

3. Work-Life Balance and Wellbeing

- Flexible Working Arrangements: Offering flexible work schedules, remote work options, and part-time opportunities to accommodate the diverse needs of young employees. This is especially important for young women who may have caregiving responsibilities.
- Health and Wellbeing Programs: Implementing health and wellbeing programs that address both physical and mental health. This will include access to counseling services, fitness programs, and wellness workshops.
- Work-Life Integration: Promoting a culture that values work-life integration, encouraging young employees to maintain a healthy balance between their professional and personal lives.

4. Diversity and Inclusion

- Gender Equality Initiatives: Developing initiatives that promote gender equality within the workplace. This includes policies on equal pay, anti-discrimination, and support for women in leadership roles.

- Supportive Networks: Creating employee resource groups (ERGs) or networks for young employees, women, and men to share experiences, offer support, and advocate for their needs with us.
- Inclusive Policies: Ensuring all policies and practices are inclusive and do not unintentionally disadvantage any group. Regularly reviewing and updating policies to reflect the evolving needs of the workforce.

5. Engagement and Feedback

- Employee Engagement: Actively engaging young employees through regular check-ins, feedback sessions, and employee surveys. Understanding their perspectives and addressing their concerns will help improve job satisfaction and retention.
- Recognition and Rewards: Implementing programs to recognize and reward the contributions of young employees. This will include performance-based bonuses, employee of the month awards, and public acknowledgment of achievements.
- Innovation and Involvement: Encouraging young employees to participate in innovation projects, decision-making processes, and strategic initiatives. Providing them with a platform to share their ideas and contribute to our growth fosters a sense of ownership and commitment.

Promoting youth employment for both women and men at AGRIFACE LTD will require a multifaceted approach that addresses recruitment, training, work-life balance, diversity, inclusion, and engagement. By implementing these strategies, we shall create a dynamic, equitable, and productive work environment that supports the growth and development of young professionals. This not only benefits the individuals but also drives our success by harnessing the energy, creativity, and potential of the next generation of leaders.

AGRIFACE - JOB CREATION PLAN 2024 - 2027																
Sector	Job type	Assumption	District	Number	Total jobs	>35 YO (40%)	Youth (60%)	Women (50%)	Men (50%)	PWD (20%)	Rest (80%)	Baseline (2024)	2025	2026	2027	
Farm level																
1.1	Input distributors	We shall install 1 input shop to serve our famers (growth of raw materials and sales of feed). This will be managed by 1 person permanently but supported by another person. We shall priritise youth (45% of total) and women (50% of total), and disabled people (20% of the total)	30	2	60	24	36	30	30	12	48	0	20	20	20	
1.2	Extentionists	Lead extensionists to supervisor field extentionists (PT) - Helping farmers on GAP	10	1	10	4	6	5	5	2	8	0	5	5	0	
1.3	Aggregators	We shall have 2 people per each province helping us on aggregating farmers produce	5	2	10	4	6	5	5	2	8	2	8	0	0	
Animal feed																
2.1	Processing (at factory)	Processing. These are staff working in the feed factories in Kayonza and Gicumbi	2	5	10	4	6	5	5	2	8	3	2	5	0	
2.2	Transport and logistics	Delivery truck operators. 2 per each province	5	2	10	4	6	5	5	2	8	0	4	6	0	
2.3	Sales point (kiosks)	See 1.1			0	0	0	0	0	0	0	0	0	0	0	
Flour																
3.1	Processing (at factory)	Expanding Gicumbi factory and operationalise the Kayonza Factory. These are staff working in the flour factory (lab technicians, managers, supervisors, etc)	2	15	30	12	18	15	15	6	24	8	15	7	0	
3.2	Drying and cleaning	People operating the dryer (5 for day + 5 for night) based in Kayonza	1	10	10	4	6	5	5	2	8	0	10	0	0	
3.3	Security	4 security (2 for night + 2 for day) personnel on each factory	2	4	8	3	5	4	4	2	6	2	6	0	0	
3.4	Transport and logistics	Delivery truck operators. 2 per each province	5	2	10	4	6	5	5	2	8	0	6	4	0	
3.5	Sales point (kiosks)	Wholesaler outlets in each district. Assuming 2 people per each outlet. This will be next to the shops in 1.1	30	2	60	24	36	30	30	12	48	5	30	25	0	
Total FT jobs created by 2027					218	87	131	109	109	44	174	20	106	72	20	
Current FT jobs					20	8	12	10	10	4	16					
Balance FT (target)					198	79	119	99	99	40	158					
PT labourers (100	40	60	50	50	20	80	16	64	20	0	
Total jobs created (FT+PT) by 2027					298	119	179	149	149	60	238	36	170	92	20	