



Industrial Relations

POLICY

Date: 30 June 2022

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1. Purpose

To provide the global regulation for Industrial Relations across the organisation.

2. Scope

This policy applies to all individuals who are directly employed by the organization, regardless of the type of contractual arrangement (e.g. Indefinite, Fixed-Term, Part-Time or Full-Time), and to any contingent or third-party individuals/workers who, by virtue of their contractual agreements with Puma Energy, work under the direct supervision or control of the organization.

3. Abbreviations and Definitions

IR	Industrial Relations
CoE	Contract of Employment
HR	Human Resources
BU	Business Unit

4. Objectives

- 4.1. The following objectives underpin the management of Industrial Relations across the organisation:
 - 4.1.1. To ensure the right to fair labour practices;
 - 4.1.2. To provide an environment supporting the economic prosperity of the organisation, and social justice in which employers and employees can collectively bargain on matters of mutual interest.

5. Policy

- 5.1. The organisation promotes the sharing of opinions, ideas and views in an atmosphere of trust and transparency;
- 5.2. The organisation supports a process of dispute resolution based on open and fair dialogue between employer and employees;
- 5.3. The organisation will at all times adhere fully to the relevant labour legislation in any of the locations it operates in;
- 5.4. All members of the organisation have the right to take membership with any recognised trade union subject to full adherence to relevant legislation, customs and industry norms associated with such membership.

6. Limitations and Restrictions

- 6.1. Where any of the content of this policy conflicts with specific terms or conditions of employment as stated in writing in a formal CoE, or with any national legislation applicable to the location country of the BU, the following alignment matrix will apply:
 - 6.1.1. First Level of Alignment: Alignment to national legislation remains the primary requirement of any regulation mentioned in this Policy.

- 6.1.2. Second Level of Alignment: Alignment to specific CoE terms & conditions are the secondary requirement of any regulation mentioned in this Policy.
- 6.1.3. Third Level of Alignment: The content of this Policy.
- 6.2. For any instances where any of the above alignment requirements are not achievable, the relevant Regional HR Head should bring such cases to the attention of the Policy Owner/Approver.

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