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## **Employee Relations**

### **POLICY**

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**Date: 27 January 2022**



## HR-GBL-012 – Employee Relations Policy

<b>Issued on:</b> 27 January 2022	<b>Supersedes:</b> All Prior
<b>Owner:</b> Willem Rudolph (Global HR Policy & ER/IR Manager)	<b>Approved by:</b> Sean Craig (CHRO)

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### 1. Purpose

To provide a global Employee Relations framework across the organization.

### 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. References

Global Disciplinary Policy.

Global Grievance Policy.

Global Diversity and Inclusion Policy.

### 4. Abbreviations and Definitions

CoE	Contract of Employment
BU	Business Unit

### 5. Employee Relations Statement

- 5.1. Puma Energy recognizes every individual's fundamental right of free expression, freedom of association and the right to negotiate on rights and interests. Furthermore, it also recognizes each individual's duty to act responsibly and be held responsible for their deeds, actions and intentions.
- 5.2. The organisation will endeavour, in consultation with its employees, to create mechanisms/processes and guidelines which will optimize the fair and equal treatment of each individual as per the rules and regulations, that form the foundation of Puma Energy's system of Employee Relations, and will implement the Employee Relations Policy via procedures and processes along with the business goals of the organisation.
- 5.3. In order to allow the organisation to operate effectively, standards of conduct at work must be maintained and the Employee Relations Policy is necessary for promoting justice, fairness, equity, reasonableness and consistency in the treatment of individuals. These procedures will at all times be aligned with the relevant laws, labour legislation and principles being practiced at the location of application.
- 5.4. The business policy of Puma Energy supports material wealth creation and is measured via the return on investment, profit and other tangible financial measures. Given that misconduct, workplace rule transgressions and poor work performance jeopardize the future and effective business operations of Puma Energy, it might be necessary that management use the Disciplinary Policy to discipline employees.

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- 5.5. Conversely, an employee may wish to raise an issue or to request that a situation or grievance be addressed. The employee shall then use the Grievance Policy to bring the grievance to the attention of management.
- 5.6. Puma Energy retains its prerogative to, from time to time, review, amend, improve or change the content of this Employee Relations Policy as well as the standards of performance and behaviour.
- 5.7. Management has the duty to make employees aware of the Employees Relation Policy and the amendments through induction/training or as the Supervisor/Manager deems fit.
- 5.8. Employees should familiarize themselves with the Employees Relations Policy and should have free access to all relevant policies.

## 6. Purpose

- 6.1. The Employee Relations Policy is intended to form a basis for the consistent implementation and observance of sound Labour Relations objectives.
- 6.2. The policy is also an expression of Management's philosophy towards the human resources of Puma Energy.
- 6.3. The decision-making process with regard to disciplinary matters, needs to conform with standing Labour Law practices while ensuring that the effectiveness and sufficient continuation of the operations are not prejudiced.
- 6.4. To ensure the aforesaid the following will be considered in Employee Relations:
  - 6.4.1. To ensure that employees are treated fairly and consistently and any disciplinary action is effected for a fair reason and in compliance with a fair procedure;
  - 6.4.2. Encourage joint problem solving by and between management and employees at all levels;
  - 6.4.3. Ensure consistent and fair treatment of all employees when feeling aggrieved by adhering to the grievance procedures;
  - 6.4.4. Ensure that the means exist which will enhance an effective way of communication and consultation on relevant matters affecting employees in the employment environment;
  - 6.4.5. Regulate conduct and performance, and provide equitable processes for conflict resolution;
  - 6.4.6. To develop the existence of sound relationships between Management and Employees and thereby achievement of Puma Energy's objectives and long-term Employee Relations stability;
  - 6.4.7. To ensure that the Employee Relations practices remain consistent with the requirements of a changing socio-political environment.

## 7. Principles

- 7.1. Action taken against employees in respect of misconduct or unsatisfactory performance will, whenever possible, be corrective in nature. Punitive action will only be taken when earlier steps have proved inefficient or when a transgression is very serious.
- 7.2. The responsibility for applying discipline and enforcing performance related standards is reserved for line management within Puma Energy's management structures i.e. disciplinary action is a line management responsibility.

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- 7.3. As far as it is practical, similar transgressions committed in similar circumstances will be treated equally.
- 7.4. Puma Energy will not victimise or discriminate against any employee for anything said or done in connection with the implementation of this policy, except insofar as steps need to be taken in terms of the policy.
- 7.5. Each case must be considered according to its peculiar factual circumstances. In appropriate circumstances, a departure from the provisions of this policy may be justified, particularly where a conflict arises with regards to specific local labour law legislation, any other associated or relevant legislation or applicable case law. It is the policy of Puma Energy to protect the interests of all its employees as far as possible through amongst others, the implementation and maintenance of non-discriminatory labour practices, specifically (but not limited to) the following aspects of its business:
- 7.5.1. The selection, employment, advancement and promotion of employees;
- 7.5.2. The remuneration of employees;
- 7.5.3. Physical working conditions and facilities relating thereto;
- 7.5.4. Subscribing to the principle of equal pay for equal work;
- 7.5.5. Providing equal and fair opportunities for all its employees.
- 7.6. Puma Energy recognises the value of a healthy communication system conducted mainly through the chain of command that combines both the written and spoken word to reach all employees.
- 7.7. Puma Energy believes in the merits of providing Employees Relations training to all its managerial and non-managerial employees throughout all organisational levels to ensure the effective application of policy and procedures.

## 8. Rights, Obligations and Duties of the Employee

### 8.1. Employee Rights:

- 8.1.1. The right to work.
- 8.1.2. The right to fair remuneration and conditions of service.
- 8.1.3. The right to protection and safety of health.
- 8.1.4. The right of access to training and re-training.
- 8.1.5. The right to association and disassociation.
- 8.1.6. The right to job security and protection against unfair labour practices.

### 8.2. Employee Duties:

- 8.2.1. To participate in the resolution of grievances and to communicate these to the next level of seniority if necessary.
- 8.2.2. To maintain regular communication with management.
- 8.2.3. To ascertain the views and feelings of colleagues towards the organisation and to brief management of different customs and cultures.

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### 8.3. Employee Obligations:

- 8.3.1. To implement management’s operation plans.
- 8.3.2. To comply with the conditions of the employment contract.
- 8.3.3. To meet standards of work required.
- 8.3.4. To abide by Puma Energy policies and procedures.
- 8.3.5. To carry out legitimate management instructions and be subordinate.
- 8.3.6. To observe all legal requirements.

## 9. Rights, Obligations and Duties of the Employer

### 9.1. Employer Rights:

- 9.1.1. The right to manage.
- 9.1.2. The right to control employment, vis-a-vis recruitment, promotion/demotion, transfer, increase/decrease remuneration, grant/refuse leave of absence.
- 9.1.3. The right to enter into Contracts of Employment.
- 9.1.4. The right to maintain efficiency.
- 9.1.5. The right to further Puma’s business interest.
- 9.1.6. The right to expect employees to carry out legitimate instructions.
- 9.1.7. The right to maintain discipline.

### 9.2. Employer Duties:

- 9.2.1. Facilitate contact with all employees.
- 9.2.2. Establish sound relationships with employees.
- 9.2.3. Discuss matters of importance with all parties.
- 9.2.4. Understand the real and legitimate needs of employees.
- 9.2.5. Share important information frequently.

### 9.3. Employer Obligations:

- 9.3.1. To retain employees in their service as far as possible with no unnecessary appointments or dismissals.
- 9.3.2. To pay employees for their services rendered and not deduct any unlawful amounts from their salaries.
- 9.3.3. To provide all job-related benefits for employees such as safe working conditions.
- 9.3.4. To abide by all legislation.
- 9.3.5. To conform to the terms of contracts of employment.
- 9.3.6. To provide a safe working environment.
- 9.3.7. To maintain all records prescribed by legislation.
- 9.3.8. To provide a Certificate of Service.

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9.3.9. To avoid victimisation or intimidation of its employees.

9.3.10. To deal with employees in fairness and good faith.

### 10. Limitations and Restrictions

10.1. 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:

10.1.1. First Level of Alignment: Alignment to national legislation remains the primary requirement of any regulation mentioned in this Policy.

10.1.2. Second Level of Alignment: Alignment to specific CoE terms & conditions are the secondary requirement of any regulation mentioned in this Policy.

10.1.3. Third Level of Alignment: The content of this Policy.

10.2. 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.

### 11. Roles and Responsibilities

Role	Responsibilities
Regional HR Heads	<ul style="list-style-type: none"> <li>• Cascading the strategic intent of this global policy through:               <ul style="list-style-type: none"> <li>○ Creation of awareness of this global policy; and</li> <li>○ Development of supporting regional/cluster/country-level policies and procedures to enable the execution of this policy at the tactical and operational levels of the business.</li> <li>○ Communicating and limitations or restrictions which may apply at a Regional/Cluster/Country level, to the policy owner.</li> </ul> </li> </ul>
Policy Owner	<ul style="list-style-type: none"> <li>• Scheduled review of the policy.</li> </ul>

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