



Employee Relations Policy

Why is this policy necessary?

This Policy is a Group standard that must be adhered to.

The way we engage our employees across the Group is fundamental to our ability to attract the people we want, retain our current employees and motivate them to achieve success for their Business Unit and the Group.

Key principles

To ensure that the Business Units have an effective approach in place to:

- Promote positive relationships with employees and where relevant, employee representative bodies such as trade unions.
- Maintain a positive reputation for the treatment of employees in the organisation in order to support sustainable business success.

Policy detail

Business Units and Head Office will have clearly documented processes, and where appropriate a policy, in place for engaging employees.

These will:

- Encourage open and direct relationships with employees;
- Ensure a positive relationship with any collective representatives that supports the achievement of business success;
- Comply with the statutory and regulatory requirements in the local labour market.

Governance framework

Reporting to Group HR is required on jurisdiction-specific or sector-specific trends and developments in:

- Regulation and/or market practice in relation to employee involvement (when significant changes occur)
- Any significant changes in approach to employee engagement and/or staff consultation (when significant changes occur)
- Any changes in union recognition policies and practices (when they take place).

Immediate reporting to Group HR is required for any significant issues which are likely to impact either positively or negatively on the BUs/Group's reputation as an employer.