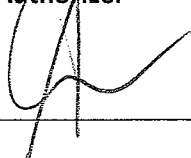


DOCUMENT TYPE	POLICY	
DOCUMENT TITLE	EMPLOYEE RELATIONS	
DOCUMENT NUMBER	3	
DOCUMENT STATUS	FINAL	
NUMBER OF PAGES	4	

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POLICY STATEMENT

1. Introduction

Employee relations may be defined as those policies and practices which are concerned with the management and regulations of relationships between the Company, the individual staff members, and groups of staff within the working environment.

The Lüderitz Waterfront Development Company is committed to form a consistent implementation of sound Labour Relations Objectives. By seeking to maximize the effectiveness of the relationship between all stakeholders, internal and external.

The Lüderitz Waterfront Development Company has built a culture based on values of trust, mutual respect and dialogue. The Company expects management and employees to create and maintain positive individual and collective relationships, and are expected to do so as a core part of their duties.

To foster a sound employee relation the Lüderitz Waterfront Development Company provide a frame of reference for the collective relationships with individual employees, employee representatives and trade unions based on human rights, sound labour practices and in terms of the Lüderitz Waterfront Development Company implemented policies.

This policy reinforce the Lüderitz Waterfront Development Company's commitment to short-term and long-term business development through an open dialogue with its employees and external stakeholders.

2. Objectives

Sound employee relationships are based on:

- Effective mechanisms for communications and preparation;
- A safe and effective work environment; and
- Commitment and motivation of all employees.

Accordingly, the Lüderitz Waterfront Development Company's policies and practices are aimed at:

- Promoting channels of communication at all levels;

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- Identifying and expanding common areas of interest between all employees;
- Anticipating and defusing conflicts wherever possible;
- Encouraging employees to articulate concerns and conflicts and seek resolution of underlying issues;
- Providing channels for conflict resolution and developing mutual trust in their reliability.

3. Employee representation

- 3.1. The Lüderitz Waterfront Development Company recognises the constitutional right and principle of Freedom of Association.
- 3.2. Where employees choose to have a trade union represent them, the Company will make arrangements for recognition, collective bargaining and dispute resolution.
- 3.3. All employees have a right to join a representative body of their choice, but this does not mean that the Lüderitz Waterfront Development Company will recognise such bodies for collective bargaining or other purposes.
- 3.4. Employees have the right not to join a representative body and the Lüderitz Waterfront Development Company will therefore not agree to membership of a representative body becoming a condition of service of appointment.
- 3.5. Where collective negotiations take place, they will:
 - Be established within the legal framework of the Republic of Namibia;
 - Be fair and constructive based on principles of good faith and open exchange of information;
 - Relate to relevant working conditions such as wages, benefits and exercise of Union activities;
 - Focus on meeting common interest to improve employee relations.

4. Victimisation / Coercion

No employee shall be victimised by management as a result of his/her membership of a representative body.

Management will seek to protect its employees from being coerced into membership of any association against their wishes, or from being coerced in any way as a result of their non-membership of any association.

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5. Collective Bargaining

- 5.1. The Lüderitz Waterfront Development Company will recognise a representative body for the purposes of collective bargaining on behalf of the employees is a defined group (the bargaining unit) where the majority (50% + 1) of the employees in the bargaining unit in terms of the applicable laws of the Republic of Namibia.
- 5.2. Such recognition will shall be formalised in a recognition (or procedural) agreement with the recognised exclusive bargaining agent. This agreement shall include, *inter alia*, the details of the following:
- The bargaining unit – definition of the common interest group;
 - Procedures – how negotiations, disputes, grievances, membership deductions etc. be handled.

6. Communications and consultations

The Lüderitz Waterfront Development Company recognises the importance of open communications and joint consultations between management and employees. It therefore encourages the exchange of information, ideas and views about matters of mutual interest and concerns through both formal and informal channels.

Where a recognise agreement has been entered into, the administration will arrange regular consultive committee meeting between the Huma Resource Department and other key members of management and the Union. The role of the consultive committee is to provide a formal channel of communications between management and employee representatives. In particular, management will seek employee's views prior to taking decisions affecting their interests. In the same way, employees bring their issues of concern to the attention of management.

The Lüderitz Waterfront Development Company and employee representatives are free to initiate agenda items.

7. Grievance resolution

The Lüderitz Waterfront Development Company considers it essential that, where an employee (or a group of employees) is dissatisfied for any reason arising from work situations or employment relationships, this should be articulated and resolved as quickly as possible, at the lowest possible level.

A procedure for addressing grievances has been formalized and implemented which policy is available to any and all employees upon their request.

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8. Discipline

All employees are required to maintain certain standards of conduct. Any employee who fails to maintain acceptable standards of conduct in accordance with his/her employment contract, specific position requirements and/or Company rules and policies, renders himself/herself liable to disciplinary action in accordance with the applicable policy. Such disciplinary policy is designed to be corrective and to improve conduct (other than where dismissal is warranted) and should be taken as soon as possible.

9. Poor performance

An employee is required to maintain a certain standard of performance. An employee who fails to maintain laid-down standards of performance in accordance with his/her employment contract. Specific position requirements and/or Company rules and policies, renders himself/herself liable for corrective action.