



**Rovuma**  
**LNG**

**EMPLOYMENT AND WORKER RELATIONS**

**ROVUMA LNG PROJECT**

**MZLN-EL-RPPLN-00-0014**



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## LIST OF REFERENCES

Environmental and Social Management System (ESMS)
Contractor Implementation Plan (CIP)
International Finance Corporation Performance Standard 1
Environmental Impact Assessment (EIA)

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## 1. PURPOSE AND SCOPE

MZLN-EL-RPPLN-00-0014 Rev 0 – Employment and Worker Relations Plan is an individual, topic specific plan comprising an integral component of MZLN-EL-RPPLN-00-0016 Rev 0 – Rovuma LNG Environmental and Social Management Plan (ESMP).

Information regarding the Project Overview, Objectives (of the ESMP), Scope, Project Components and Associated Facilities and other information regarding the context of the ESMP can be referenced in MZLN-EL-RPPLN-00-0016 Rev 0 – Rovuma LNG Environmental and Social Management Plan.

The principal objective of the ESMP is to facilitate the avoidance, reduction, and mitigation of environmental, social and community health, safety and security risks and impacts associated with the construction phase of the Midstream Project.

The ESMP sits within a broader Environmental and Social Management Framework, as illustrated in Figure 1-1 as shown in the Environmental and Social Management Plan MZLN-EL-RPPLN-00-0016 Rev 0.

This framework comprises two overarching, system-level documents (Environmental and Social Management Plan and Environmental and Social Requirements for Contractors) and a set of theme and activity-specific documents that collectively describe how the Project will manage its environmental and social (E&S) risks. The listing of the ESMP set of documentation is contained below:

- MZLN-EL-RPPLN-00-0016 Rev 0– Environmental and Social Management Plan (ESMP)
- MZLN-EL-RAZZZ-00-0001 Rev 0 – Requirements for Camps and Accommodation
- MZLN-EL-RBENV-00-0001 Rev 1 – Environmental and Social Requirements for Contractor (with Annexes)
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 1 Air Quality, Greenhouse Gases and Energy Efficiency
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 2 Effluent Discharges
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 3 Waste Management
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 4 Hazardous Materials
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 5 Site Development, Construction and Reinstatement
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 6 Road Traffic and Transport
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 7 Marine Operations
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 8 Water Use and Abstraction
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 9 Raw Materials and Aggregates
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 10 Dredging
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 11 Lighting and Visual Impact
  - MZLN-EL-RBENV-00-0001 Rev 1 Annex 12 Ballast Water and Biofouling

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- MZLN-EL-RBENV-00-0001 Rev 1 Annex 13 Weed and Pest Management
- MZLN-EL-RBENV-00-0001 Rev 1 Annex 14 Wildlife Protection
- MZLN-EL-RPLCP-00-0001 Rev 0 – Local Content Management Plan
- MZLN-EL-RPPLN-00-0005 Rev 0 – Community Development Support Plan
- MZLN-EL-RPPLN-00-0007 Rev 0 – Cultural Heritage Management Plan
- MZLN-EL-RPPLN-00-0008 Rev 0 – Supplemental Land Access Management Plan
- MZLN-EL-RPPLN-00-0009 Rev 0 – Project Induced In-Migration Management Plan
- MZLN-EL-RPPLN-00-0013 Rev 0 – DUAT Encroachment Management Plan
- MZLN-EL-RPPLN-00-0014 Rev 0 – Employment and Worker Relations Plan
- MZLN-EL-RPSEP-00-0001 Rev 0 – Stakeholder Engagement Management Plan
- MZLN-EL-RPPLN-00-0006 Rev 0 – Community Health Safety Security Management Plan
- MZLN-EL-RPPLN-00-0004 – Biodiversity Strategy
- MZLN-EL-RPPLN-00-0011 – Biodiversity Action Plan

This Employment and Worker Relations Plan is focused on the EMMML scope of the Rovuma LNG Project.

EMML is committed to working collaboratively with the people of Mozambique to develop opportunities for Mozambican workforce in a structured and sustainable manner, consistent with the Exploration and Production Concession Contract (EPCC) and applicable laws.

EMML will utilize a multi-tiered approach to Mozambican workforce participation and development through the following objectives:

- Provide equitable distribution of training and employment opportunities while giving priority to communities in the Project's Area of Direct Influence (ADI).
- Train sufficient numbers of National citizens to meet the requirements of the Project consistent with Mozambique law.
- Provide certificated training to Nationals engaged in construction to give them a transferrable and recognized skill set.
- Provide Nationals with access to positions for which they are qualified.

EMML recognizes that Engineering, Procurement, and Construction (EPC) Contractor participation during the Construction phase of the Project represents the greatest opportunity to make a positive impact in Mozambican workforce participation and capacity-building and has therefore included EPC Contractor requirements to achieve this end within this document.

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### 1.1. Objective

The overall objective of this document is to set out all the E&S requirements that need to be fulfilled in order to prevent and manage potential E&S risks and impacts associated with Employment and Worker Relations and facilitate the achievement of the following specific outcomes:

- 1) Maximize work opportunities of Mozambican citizens during the Midstream Project.
- 2) Promote fair and equitable labor practices that do not unfairly discriminate and provide equal opportunity to workers.
- 3) Establish, manage, and promote a healthy management-worker relationship.
- 4) Protect all workers' rights, including those of migrant workers and third-party workers.
- 5) Promote a harmonious and stable worker relations environment conducive to achieving the overall goals of the Midstream Project.
- 6) Promote on the job training and mentoring programs for young Mozambicans, with a special focus to encourage female participation.

### 1.2. Scope

For the purposes of this document, Employment and Worker Relations encompasses the assessment and management of E&S risks and impacts associated with the following activities:

- Protecting worker rights
- General recruiting and selecting of workers
- Contracting with workers on terms and conditions of employment that are fair, reasonable, and compliant with national labor legislation
- Managing the contractor-worker relationship by mitigating the potential for conflict through:
  - Implementing policies and procedures covering discipline, grievances, pay complaints, industrial action, and demobilization
  - Effectively communicating system that allow workers to raise collective concerns with management and through which management can communicate relevant information to the workplace
  - Providing workers and supervisors with comprehensive induction training, at a minimum, covering conditions of employment, applicable workplace policies and procedures, and cultural diversity.
- Demobilizing

This document should be read specifically in conjunction with other requirements that have bearing on employment and worker relations such as Local Content, Camps and Accommodation, Occupational Health and Safety, and Security.

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### 1.3. Background Context

EMML's construction and operation activities in the Midstream Project will provide numerous job opportunities for members of the community in the Area of Influence (Aol) and nationally. This will lead to project-induced in-migration, with the associated risks and impacts being augmented by the arrival of the Midstream Project-appointed Contractor workforce. The demographic profile of communities in the Aol is relevant to understanding and managing some of the possible employment and worker relations risks as work commences. These communities are generally poor, have little or no formal education or exposure to wage-based employment and 45% are under the age of 15. The supply of unskilled labor to the Midstream Project will almost certainly exceed demand. The predominance of young people also creates the risk of underage workers and children being employed along the supply chain.

Managing expectations of employment, by communicating job numbers and eligibility criteria upfront as well as implementing a transparent recruitment process, establishing formal recruitment centers in strategic locations in the Aol, and coordinating all aspects of employment and worker relations with Anadarko Moçambique Area 1, will go a long way to mitigating risks within nearby communities that will be a source of labor, within the Midstream Project workforce, and associated with PIIM and potential tensions and conflict in the wider Aol.

In the operations phase of the Midstream Project the demand for unskilled workers will decrease and skilled and semi-skilled workers will be required to perform operations and maintenance activities. As the need for skilled workers is likely to exceed national capacity, foreign workers will need to be recruited. The demobilization of local workers towards the end of the construction phase at the same time as the relative proportion of foreign workers increases has the potential to cause tension and conflict in the local communities. Given that thousands of workers will be accommodated in camps, the importance of having a competent and experienced management/supervisory team in the workplace cannot be overemphasized. With the significant overlap between "work-life" and "home-life" in a project environment, conflict in the workplace will affect relations in camps and could spill over into the local communities affecting safety and security. Conversely, current and historical conflicts and tensions in these communities have the potential to be carried into the workplace, while the construction of Anadarko Moçambique Area 1 facilities on an adjoining site in addition to sourcing labor from the same communities, adds further complexities.

### 1.4. E&S Risks and Potential Impacts

Table 1-1 outlines the E&S risks and potential impacts identified to date associated with Worker Relations. This table is meant to provide insight to the risks and impacts which are possible and a guide for additional assessment activities required by Section 3.1 of this document. It also provides a reference to the control measures table in Section 3.2.



**Table 1-1: A Guide to Activities, Consequences, Risks, and Potential Impacts**

<b>Activity</b>	<b>Potential Consequence</b>	<b>Risks and Potential Impacts</b>		
Recruitment	Non-compliance with National Content requirements and or the National law	Deterioration in stakeholder relations (LAB7)		
		Community dissatisfaction, unrest, and potential escalation (C6)		
		Tensions/conflict between national workforce and foreign workforce (LAB11)		
		Community dissatisfaction, unrest, and potential escalation (C6)		
		Tensions/conflict between national workforce and foreign workforce (LAB18)		
	Unfair recruitment practices	Deterioration in stakeholder relations (LAB7)		
		Community dissatisfaction, unrest, and potential escalation (C6)		
		Tensions/conflict between Aol community and Moçambique nationals (LAB20)		
		Recruitment (Cont.)	Unfair recruitment practices (Cont.)	Industrial action (e.g., strikes, work stoppages, sit-ins) (LAB5)
				Bribery/kick-backs and other corrupt practices (LAB17)
Increased community grievances	Community dissatisfaction, unrest, and potential escalation (C6)			
	Deterioration in stakeholder relations (LAB7)			
Use of recruitment agencies operating unethically and unlawfully	Exploitative working conditions (LAB1)	Scavengers / child labor from local community (LAB2)		
		Bonded/indentured labor (LAB19)		
		Unmanaged expectations of employment opportunities	Midstream Project induced in-migration and subsequent impacts (C9)	Tensions/conflict between Aol community and Moçambique nationals (LAB20)
Community dissatisfaction, unrest, and potential escalation (C6)				
Deterioration in stakeholder relations (LAB7)				



<b>Activity</b>	<b>Potential Consequence</b>	<b>Risks and Potential Impacts</b>	
Contracting with workers	Workers do not have contracts of employment and/or do not know or understand their rights	Exploitative working conditions (LAB1)	
		Fundamental worker rights compromised (e.g., right to join unions) (LAB21)	
Conditions of employment	Workers are employed on terms and conditions that are not compliant with Moçambican labor laws	Exploitative working conditions (LAB1)	
		Community dissatisfaction, unrest, and potential escalation (C6)	
		Worker health (LAB4)	
		Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5)	
	Community dissatisfaction, unrest, and potential escalation (C6)		
	Terms and Conditions of employment of Workers doing similar work in the area are inconsistent	Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5)	
Reduced worker morale and productivity (LAB8)			
Tensions/conflict between national workforce and foreign workforce (LAB18)			
Conditions of employment (cont.)	Workers have unfulfilled expectations regarding terms and conditions of employment (e.g., bonuses, increases and other benefits)	Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5)	
		Reduced worker morale and productivity (LAB8)	
		Deterioration in the supervisor-manger relationship (LAB11)	
Effective management of the work relationship	Processes don't exist to mitigate and manage the potential for conflict	Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5)	
		Reduced worker morale and productivity (LAB8)	
	Workers do not know the rules they are expected to follow in the workplace)	Deterioration in the supervisor-manger relationship (LAB11)	
		Increased disciplinary action and grievances (LAB12)	
		Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB 5)	
		Reduced worker morale and productivity (LAB8)	
	Supervisors do not know workers' rights and/or are not able to manage worker relations effectively		Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5)



Activity	Potential Consequence	Risks and Potential Impacts
		Reduced worker morale and productivity (LAB8) Deterioration in the supervisor-manger relationship (LAB11) Increased disciplinary action and grievances (LAB12)
Induction	Workers do not know and or understand their conditions of employment and rules they are expected to follow	Workers are not informed of activities or events that affect them (LAB10) Rumors and spread of misinformation (LAB9) Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5)
	Workers do not know how to vent their complaints or grievances	Exploitative working conditions (LAB1) Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5) Reduced worker morale and productivity (LAB8) Tensions/conflict in management and worker relationships (LAB22)
	Worker's and supervisors are insensitive to or intolerant of cultural differences	Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5) Reduced worker morale and productivity (LAB8)
Worker mobilization/ transportation	Workers don't have safe and reliable means to get to and from work	Cultural conflict (LAB15) Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5) Reduced worker morale and productivity (LAB8) Tensions/conflict between national workforce and foreign workforce (LAB18) Increased absenteeism (LAB16) Increased safety risks for workers (LAB13) Increased pressure on community infrastructure / community resources (C5)

<b>Activity</b>	<b>Potential Consequence</b>	<b>Risks and Potential Impacts</b>
Demobilization	Job Losses	Economic impact on workers and associated households (LAB14)
	Workers are not treated fairly and consistently in the process	Industrial action (e.g., strikes, work stoppages, sit-ins) and associated economic impacts (LAB5)
		Deterioration in stakeholder relations (LAB7)
		Community dissatisfaction, unrest, and potential escalation (C6)
		Detrimental impacts on community security and cohesion (C7)

## 2. ACRONYMS AND TERMS

Term	Definition
<b>Affected Communities</b>	Local communities directly affected by the Midstream Project.
<b>Alternatives Analysis</b>	Process for evaluating alternative options or choices which involves multi-disciplined input. Synonymous with option analysis. Alternatives analysis is the terminology used in International Finance Corporation Performance Standard 1.
<b>Area of Influence (Aoi)</b>	The Aoi defines the boundaries of the Midstream Project and therefore those activities and components to which environmental and social management applies.
<b>Company/EMML</b>	ExxonMobil Moçambique Limitada S.A.
<b>Contractor Implementation Plan (CIP)</b>	The document which will describe in detail how the Contractor proposes to implement the control measures in order to mitigate and manage identified E&S risks and impacts.
<b>Control Measures</b>	A subset of overall requirements comprising mitigation measures directed at controlling planned and unplanned events identified through environmental and social risk and impact evaluation processes.
<b>E&amp;S</b>	Environmental and Social
<b>EIA</b>	Environmental Impact Assessment
<b>EMML</b>	ExxonMobil Moçambique Limitada
<b>EMP</b>	Environmental Management Plan
<b>ESMS</b>	Environmental and Social Management System
<b>LNG</b>	Liquefied Natural Gas
<b>Midstream Project</b>	The development of the onshore and nearshore facilities for Area 4 LNG which is done by the Company in conjunction with its nominated contractors.
<b>Project Base Case</b>	Project base case represents the selected design or execution method that the project will follow. This is normally the result of analysis of alternative options and earlier project stages.
<b>Requirements</b>	Company expectations of Contractor, including control measures and requirements to carry out a process

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### 3. REQUIREMENTS

#### 3.1. E&S Assessment and Evaluation and CIP Development

As discussed in the overarching ESMP document (Section 1.4), due to the further refinement of the design since the Environmental Impact Assessment (EIA) was prepared, and due to the Midstream Project seeking finance (which requires compliance with the International Finance Corporation E&S requirements), it is anticipated that additional E&S assessment will be required for some topics, which may result in the addition or refinement of the E&S controls specified to date. This assessment, as outlined in the overarching ESMP document, includes three stages:

- Stage 1: Analysis of Alternatives
- Stage 2: E&S risk and impact evaluation of the project base case and refinement of control measures
- Stage 3: CIP development (based on the refined control measures)

For Employment and Worker Relations, only Stage 3 is required. Contractor shall develop a CIP that outlines how it proposes to implement the control measures described in Table 3-1 (including any proposed additions or refinements, as applicable, to the update and finalization of the design and execution strategy), and how they propose to implement and conform with the management system requirements (as outlined in the ESMP), that relate specifically to the topic of this documents.

#### 3.2. E&S Control Measures

The control measures in Table 3-1 have been defined ahead of the site-specific risk / impact evaluations defined in Section 3.1. If any assessments described in Section 3.1 results in additional or changes to existing control measures, the Contractor will apply the control measures or seek agreement from the Company to apply modified control measures.

Where these requirements originate from the Anadarko/Eni EIA (2014), henceforth called the EIA (2014), the EIA (2014) section reference is included. Similarly, the Government-approved Environmental Management Plans (EMPs) references are included for those relevant controls. As noted in the overarching Environmental and Social Management Plan (ESMP) (MZLN-EL-RPPLN-00-0016), a number of additional controls have been identified as being required to meet lender expectations. As such, the EIA (2014) / EMP controls have been supplemented by good practice design and control requirements where practicable and appropriate; however, where any overlap is present, the EMP (and EIA (2014)) commitments should be considered paramount over good practice guidance in the hierarchy of adoption of such controls.



**Table 3-1: E&S Control Measures**

Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
<b>Overarching Requirements</b>						
EWR 1	Recruitment	Midstream Project and Contractor will maximize the employment of Moçambican citizens, and where possible and appropriate, citizens in Affected Communities, in all job categories.	Overarching			A
EWR 2	Recruitment	No workers below the age of 18 years will be employed.	Overarching			A
EWR 2	Resourcing/Supply Chain	<p>Ensure that subcontractors and all primary suppliers are able to demonstrate compliance with the International Labor Organization's fundamental conventions including:</p> <ul style="list-style-type: none"> <li>• No child labor</li> <li>• No bonded/ indentured/forced labor (i.e., all workers offer their services freely, voluntarily and are not restricted from leaving employment)</li> <li>• No unfair/arbitrary discrimination on grounds including religion, political belief; gender; and nationality</li> <li>• Freedom of association allowing workers to associate with and join workers organizations like Unions</li> </ul>	Overarching			A
<b>Design Controls (Not Applicable)</b>						

<sup>1</sup> Refer Table 1-1 for definition of code (and Annex 17 for more detailed information).



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
<b>Execution Controls</b>						
EWR 4	Recruitment and Training opportunities	<p>Company will provide guidance to Contractors regarding labor recruitment, training, and employment procedures. Company and contractors will be required to adhere to formal employment processes, such as:</p> <ul style="list-style-type: none"> <li>• Registering and contracting of national workforce at dedicated locations outside the Palma District (e.g., Pemba and Maputo)</li> <li>• Utilizing online registration for employment for skilled and semi-skilled work on the Midstream Project website</li> <li>• Clearly communicating recruitment and employment processes, qualifications and eligibility criteria through media (newspapers, online, radio, trade magazines)</li> <li>• Prohibiting the employment of casual workers at the at the Midstream Project site entrance or from village centers</li> </ul>	C9, LAB9, LAB10, LAB20	EIA 13.6.2	EMP: Area 4 Exclusive Facilities	Mamba Midstream Local Content Plan
EWR 5	Recruitment	Midstream Project recruitment and employment policies will encourage the employment of women as a means of ensuring gender equality and empowerment.	LAB15	EIA 13.6.2	EMP: Area 1 Exclusive Facilities; EMP: Area 4 Exclusive Facilities	

Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 6	Recruitment	Identify specific recruitment points where workers can apply for jobs. These recruitment points will be selected taking safety, security, and accessibility into consideration and will be communicated to all stakeholders. No employment opportunities will be offered anywhere other than at these dedicated locations.	C9, LAB9, LAB10, LAB2			A
EWR 7	Recruitment	Document and make accessible information on the number of positions required, together with medical requirements, skills, training, and/or education and experience required for jobs.	C9, LAB9, LAB10, LAB20			A
EWR 8	Recruitment	Use objective and transparent selection criteria aligned to the requirements of available jobs to select workers. Local workers who are unsuccessful in their job applications will be informed of the reasons for this.	C6, C9, LAB9, LAB10, LAB20			A
EWR 9	Recruitment Mobilization	Recruitment and employment procedures of the national rotational workforce should take place at the closest point of recruitment and transport must be provided to and from the Midstream Project Camp from the point of recruitment. A fly-in, fly-out transportation policy for rotational staff should be adopted to limit communities' direct interaction with the Midstream Project workforce.	C5, C6, C7		13.4.4; EMP: Area 1 Exclusive Facilities; EMP: Area 4 Exclusive Facilities	Mamba Midstream Local Content Plan



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 10	Recruitment	Where Contractor uses agencies to recruit foreign workers, take reasonable steps to ensure that these agencies are reputable and legitimate. Complete transparency on all fees paid to the agencies is required and may be audited by Company. Foreign workers will not be prevented from leaving employment whether through threats, violence, or a substantial debt, payable to any recruitment or employment agency, related to a recruitment fee or plane ticket which the worker is unlikely to be able to repay. Contractors will demonstrate to Company that these agencies are reputable and no bonded labor practices occur.	LAB18, LAB19			A
EWR 11	Recruitment	Foreign workers without any legal proof of permanent residence or without any legally valid work permit must not be recruited under any circumstances. All provisions of the national law pertaining to hiring of foreigners must be complied with.	LAB18, LAB19			A
EWR 12	Recruitment (Women)	Undertake an assessment to identify any potential risks posed to women, specific to Contractor's scopes of work, and provide to Company with a plan on how these risks will be mitigated, for its review and approval.	LAB15			A
EWR 13	Mobilization	Transport workers who do not live in camps to/from surrounding villages to the work site each day to discourage pedestrian and other traffic.	C5, C6, LAB1			A



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 14	Contracting Arrangements	Contract directly with their workers and not use third-party agencies. This means that Contractor will pay workers directly. Where this is not possible, Contractor will report the reasons for this to the Company.	LAB1, LAB			A
EWR 15	Contracting Arrangements	Provide written contracts of employment, in the relevant language, to all workers prior to commencing work and ensure that the worker understands his terms and conditions of employment. Contracts will be signed by both parties and set out the worker's terms and conditions of employment, including the duration of the contract. Contractor and worker will have an original copy. Contractor will also manage worker expectations around pay increases and bonus payments upfront.	LAB1, LAB9, LAB10, LAB19			A
EWR 16	Conditions of Employment	Workers' terms and conditions of employment must, at a minimum, comply with Moçambican labor legislation and must be similar to those offered for work in similar industries in the surrounding area. Where Contractor is party to a collective agreement or a Midstream Project Labor Agreement, the agreed terms and conditions must be respected. Alternatively, Company will establish conditions of employment that sets out hours of work, lunch breaks, rest days, and overtime for national workers, where required.	LAB1, LAB9, LAB10, LAB19			A



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 17	Conditions of Employment	Conditions of employment for foreign workers and local workers, doing similar work, will not be materially different. Where substantial differences are unavoidable, Contractor must document and communicate these to Company with a plan to mitigate any potential conflict resulting therefrom.	LAB1, LAB9, LAB10, LAB19			A
EWR 18	Management of Worker Relationship	Ensure that fundamental workers' rights are not compromised, especially the following: <ul style="list-style-type: none"> <li>• Right to equal opportunity and non-discrimination</li> <li>• Right to privacy of personal information provided to contractor for work purposes, such as medical records</li> <li>• Right to form or join a workers' organization such as a union</li> <li>• Right to voluntarily end the employment relationship in terms of a contract</li> </ul>	LAB5, LAB8, LAB21			A



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 19	Management of Worker Relationship	<p>Develop and, subject to Company approval, implement workplace rules, processes, and procedures to prevent and manage potential conflict with workers. These will include at least:</p> <ul style="list-style-type: none"> <li>• A grievance procedure through which individual workers can raise dissatisfaction concerning issues in the workplace without fear of retaliation.</li> <li>• A code of conduct setting out the behavior expected from management and workers which must cover conduct relating to discrimination, harassment, and alcohol.</li> <li>• A disciplinary procedure, applicable to management and workers, setting out the process that will be followed if workers do not adhere to any code or rules and regulations.</li> <li>• A pay procedure explaining when and how workers will be paid. This must include a pay slip with clear descriptions of each item appearing thereon, including hours worked, deductions, and take-home pay.</li> <li>• A pay complaints procedure that workers can use if they believe that their pay is incorrect.</li> </ul>	LAB5, LAB8, LAB9, LAB10, LAB12, LAB21			A



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 19 (Cont.)	Management of Worker Relationship (Cont.)	<ul style="list-style-type: none"> <li>A protocol for dealing with industrial action such as strikes, work stoppages, sit-ins, or sabotage.</li> <li>A demobilization procedure.</li> </ul>				
EWR 20	Management of Worker Relationship	Develop a system to effectively communicate and engage with workers on general and specific issues relevant to the Midstream Project. This system should also provide a channel through which workers (and their organizations, if applicable) can express collective concerns and raise collective grievances. The system must be easily accessible, understandable, and transparent, and allow for prompt feedback to workers.	LAB5, LAB7, LAB9, LAB10, LAB11, LAB12			A



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 21	Induction Training	<p>Ensure that all workers undergo induction training and where necessary refresher training that covers at least the following topics:</p> <ul style="list-style-type: none"> <li>• Conditions of employment</li> <li>• Worker grievance procedure</li> <li>• Disciplinary code and procedure</li> <li>• Code of conduct</li> <li>• Payslip and pay procedures</li> <li>• Pay complaints procedure</li> <li>• Cultural awareness to sensitize workers to issues of diversity in the workplace, camps, and local communities.</li> </ul>	LAB5, LAB7, LAB9, LAB10, LAB11, LAB12			A
EWR 22	Training for Contractor supervisors and management	<p>Ensure that all supervisors and management staff receive training on all the human resources processes, systems, codes, and procedures (including cultural awareness) to ensure they are capable of responding to worker issues efficiently and effectively. Contractor will report on all training undertaken with supervisors and management staff.</p>				A



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 23	Demobilization	Develop a comprehensive demobilization procedure and strategy, which includes: <ul style="list-style-type: none"> <li>• The timing of demobilization and the number of workers to be demobilized, using a staggered approach</li> <li>• A communications strategy to minimize misinformation and rumors</li> <li>• Alignment with community development activities</li> <li>• A complaints/grievance process to facilitate employee and contractor dispute resolution relating to demobilization</li> <li>• Personal viability training</li> <li>• Engagement and consultation of relevant stakeholders, including families of demobilized workers</li> <li>• Consistent application of demobilization packages to minimize the risk of inequitable treatment</li> </ul>	LAB5, LAB7, LAB9, LAB10, LAB11, LAB12			A



Ref.	Activity / Source of Risk / Impact	Control Measure	Risk / Impact Being Addressed <sup>1</sup>	Source		
				EIA	EMP	Other
EWR 23 (Cont.)	Demobilization (Cont.)	Manage transition from construction to operations by: <ul style="list-style-type: none"> <li>• Staggering the timing of demobilization</li> <li>• Communicating the demobilization schedule and entitlements to employees</li> <li>• Demobilizing expatriate workers prior to demobilizing Moçambican, where practicable</li> <li>• Providing employees with records of employment history, skills acquired, and training completed during employment</li> </ul>				A

**Legend:**

A = Additional; GPM = Good Practice Measure

#### 4. DELIVERABLES

Table 4-1 provides deliverables associated with Employment and Worker Relations. Contractor deliverables shall be submitted to the Company for Company approval.

**Table 4-1: Summary of Deliverables**

<b>Section Reference</b>	<b>Deliverable</b>	<b>Responsibility</b>	<b>Deliverable Date</b>
Section 3.1	Topic-specific CIP, which, as a minimum, includes: <ol style="list-style-type: none"> <li>1) Approved list of E&amp;S control measures</li> <li>2) Details of how the approved control measures will be implemented (including linkage to other Midstream Project plans and procedures, where necessary, to demonstrate the implementation of the E&amp;S controls committed to)</li> <li>3) Details of the monitoring, reporting and assessment</li> </ol>	Contractor	To be agreed on contract award