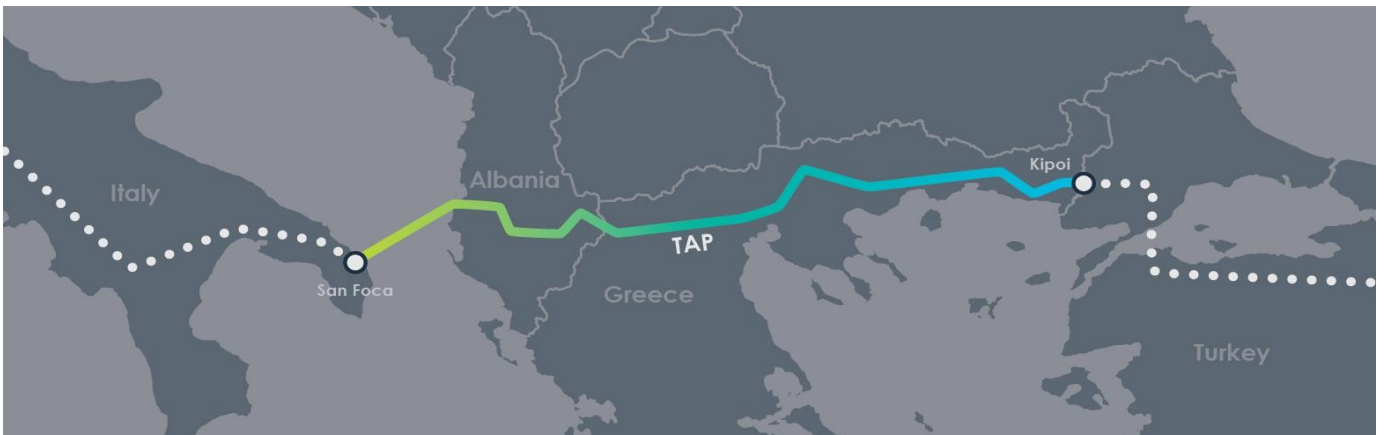




Trans Adriatic
Pipeline



Industrial Relations Management Procedure

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1. Introduction

This Industrial Relations Management Procedure (IRMP) describes the requirements and best practices for the management of industrial relations during operations to promote compliance with TAP AG and Anchor Lender commitments / standards as well as to applicable national legislation(s).

This document contains requirements in addition to any legal requirements applicable to TAP AG (arising from national and/or EU legislation and the ESIA approvals in place), and therefore no such provision has any effect whatsoever on the fulfilment of these legal obligations by TAP AG.

This IRMP applies for all IR relevant Contractors. This IRMP is consistent with the new requirements of TAP AG operations contract template.

This document shall supersede the previous construction phase Industrial Relations Management Plan (Ref. 2).

1.1 Scope

This document is applicable to the following TAP AG owned and operated facilities in Greece, Albania and Italy:

- Pipeline right of way (550 km) from the border between Greece and Turkey in Kipoi up to the border between Greece and Albania, including compressor station at Kipoi and 23 block valve stations.
- Pipeline right of way (215 km) from Qendër, Bilisht in Korçë to 17 km north-west of Fier, approximately 400 m inland from the shoreline, the compressor station near Fier, the metering station near Bilisht and 9 block valve stations.
- Pipeline right of way (105 km) pipeline traversing the Adriatic Sea to the Italian coast, the micro tunnel site near the town of San Foca, the pipeline right of way (8.2 km), Pipeline Receiving Terminal (PRT) and back-up control centre in Brindisi.
- TAP AG offices in Switzerland, Italy, Albania and Greece.

This document applies to TAP AG operations contractors undertaking work within TAP AG facilities listed above and as such shall be made part of their Terms and Conditions. This IRMP will be consistent with the requirements of TAP AG operations contract agreements.

Performance standards related to IR management include:

- European Bank for Reconstruction and Development (EBRD), Performance Requirement 2: Labour and Working Conditions.
- European Investment Bank (EIB) – Labour Standards 8.
- International Finance Corporation (IFC), Performance Standard 2: Labour and Working Conditions.
- International Labour Organization (ILO) Fundamental Conventions.

1.2 Purpose

The purpose of this procedure is to:

- describe processes, tools and responsibilities designed to facilitate the TAP AG's effective oversight of TAP AG's own and Contractors' industrial relations management.

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- Recommend requirements for TAP AG and Contractors to manage industrial relations responsibly and effectively address potential risks to the TAP AG's reputation.
- to meet TAP AG obligations under the commitments of the approved TAP Environmental and Social Impact Assessments (ESIA) for Greece, Albania and Italy (Ref. 3-5) including subsequent approved amendments.

The IRMP provides a framework to monitor Contractor management of Industrial Relations principles and standards as set out in this document. Implementation of the measures set out in the IRMP supports achievement of the following goals:

- To foster positive employee relations that promote a harmonious and healthy business environment, supporting workforce safety, capability, staff motivation and efficient delivery culture.
- To promote development and application of effective tools and processes to minimise employee management risks, work disruption, and associated impacts on costs, schedule and delivery within TAP operations.
- The implementation of TAP AG Industrial Relations standards, TAP AG Code of Conduct and to encourage sound IR practices.

1.3 Abbreviations and Definitions

Abbreviation	Definition
ATS	Action Tracking System
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
ESIA	Environmental and Social Impact Assessment
EU	European Union
ILO	International Labour Organisation
IR	Industrial Relations
IRMC	Industrial Relations Management Committee
IRMP	Industrial Relations Management Procedure
HRIA	Human Rights Impact Assessment
H&S	Health and Safety
HR	Human Resources
KPI	Key Performance Indicator
PR	Performance Requirement
Abbreviation	Definition
QHSE	Quality, Health, Safety and Environment
TAP	Trans Adriatic Pipeline
TAP AG	Trans Adriatic Pipeline AG
Term	Definition

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O&M Contractor	Operations and maintenance contractors and their subcontractors
Compliance	Conforming to a rule, such as a specification, management requirement, policy, standard or law - here including conforming to requirements of this procedure related to IR management
IR Management	The process which governs and manages industrial relations and associated policies and procedures
Subcontractor	Any company or person having direct contract with Contractor
Stakeholder	Any person, group or organization who may be affected by the TAP AG Operations

1.4 Roles and Responsibilities

TAP AG organization, having its headquarters in Switzerland, includes the roles of the Managing Director, who is delegated with the day-to-day management of the company with the support of the LT members, such as the HR Director, whose remit is relevant to this Procedure, having under his direct responsibility Human Resources.

The following roles within the Industrial Relations Management Committee have the responsibility for the implementation, management and monitoring of the TAP IRMP:

1.4.1 TAP Human Resources Director

The TAP Human Resources Director, under the delegation from the Managing Director, shall have the overall accountability for implementation of this IRMP and shall be responsible for:

- Chairing the IRMC meetings
- Ensuring IRMC meetings are held bi-annually and in the agreed format.
- Ensuring a delegate is identified to chair IRMC meetings as and when required.
- Together with the IRMC, reviewing the overall status of IR management across TAP AG (and) reporting to the Managing Director and advising TAP AG Leadership team when appropriate.
- Ensuring, where required, that IR management interventions are agreed and implemented by forming an action team with involvement of TAP AG Corporate personnel and in-country resources (e.g. HR, Security, etc.).
- Defining the policies and rules of engagement for the interfaces with Trade Unions (where applicable) and Workforce Organisations and Workforce Representatives (if any);
- Providing the focal point for the interfaces with Trade Unions (where applicable) and Workforce Organisations and Workforce Representatives (if any) across all Countries.
- Providing a holistic view of the IR management environment across the TAP AG.
- Facilitating TAP AG reviews and audits of Contractors' IR management performance are adequately resourced and completed within agreed Review and Audit Schedule.

1.4.2 TAP Contract Owner (Company Representative)

The Relevant TAP Leadership Team Contract Owner shall be responsible for:

- Attending the IRMC meetings when required.

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- Encouraging Contractor (where applicable) compliance to contractual obligations with respect to IR management requirements, IR standards and alignment with national legislation.
- Highlighting, with the support of HRBP and Industrial Relations Advisor, any potential IR risk arising from working conditions in the field both for TAP direct personnel and contractors.
- Informing Contractors of relevant TAP AG-wide IR management initiatives with the support of HRBP and Industrial Relations Advisor.
- With the support of the HRBP and the IR Advisor; encouraging Contractor compliance to relevant TAP IR management performance requirements.
- Facilitating, with the support of the HRBP and IR Advisor, that identified Contractors undertake IR management audits and reviews and seek to implement associated actions where indicated.

1.4.3 HR Business Partner

The HRBP shall be responsible for:

- Attending the IRMC meetings.
- Monitoring manpower evolution across countries and identify any sensitivities within Country TAP organisation that would have relevance in terms of sound IR practice.
- Advising and supporting the Industrial Relations Advisor where requested on Country IR matters.
- Monitoring the evolution of the employment law context across countries of responsibility, in collaboration with in-country Legal and Industrial Relations Advisor.
- Assisting in the consultation/negotiation related to Industrial Relationships with the support of the Industrial Relations Advisor and LT Member (s) responsible for the concerned department.
- Immediately reporting any potential IR management disruption to TAP Human Resources Director and Industrial Relations Advisor.
- Facilitating the effective operation of the IR management monitoring, auditing and compliance assurance processes across countries when required.

1.4.4 Industrial Relations Advisor

TAP Industrial Relations Advisor shall be responsible for:

- Planning, conducting, and reporting regular IR compliance monitoring, review and auditing as per the agreed Review and Audit Schedule.
- Facilitating and attending IRMC meetings to review TAP AG activities, challenges and achievements and to provide guidance and support on all IR Matters.
- Providing advice, assistance and support to Country Management and HR Business Partner on Industrial Relations matters as and when required.
- Ensuring, with the support of Procurement, relevant IR obligations Clauses are contained within all construction, maintenance and service contracts for identified Contractors and seeking relevant IR Performance Standards, Audit obligations and IR Management Key Performance Indicator reporting processes are in place and supported.
- Providing support to IRMC during meetings with Anchor Lender organisations including the taking of minutes of meetings.

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- Analysing the data (KPI's) requested from identified Contractors and providing input/data to IRMC.
- Ensuring strategic and holistic review of the current IR management environment is shared with the IRMC and Country Management.
- Tracking implementation of IRMC actions.
- Retaining all TAP AG IR Review and Audit reports.
- Entering non-conformances from IR Audits into the Industrial Relation Action Tracking System and tracking them through to closure.

1.4.5 TAP Senior Manager QHSE, Land, Permitting and Stakeholder Management and TAP Head of Procurement and Contracts.

TAP Senior Manager QHSE, Land, Permitting and Stakeholder Management and TAP Head of Procurement and Contracts shall both be responsible for:

- Attending the IRMC meetings where required/requested.

1.4.6 TAP General Counsel and TAP Compliance Officer, RCO and DPO

The TAP General Counsel and the and TAP Compliance Officer, RCO and DPO shall be responsible for:

- Attending the IRMC meetings.
- Overseeing TAP Industrial Relations policies and procedures legal compliance.
- Advising on compliance to contract awarded, advice and providing local employment legislation where necessary.
- Advising IRMC of potential legal and compliance risks.

1.4.7 TAP Operations Director

The TAP Operations Director shall be the alternate chairman of the IRMC as and when required. In addition, he/she shall support and encourage Operations and Maintenance contractors to implement and uphold the requirements of sound Industrial Relations principles and practices.

1.4.8 TAP Contractors

The Contractor is required to ensure that all its Human Resource Management Policies and Procedures are compliant with applicable National Employment and Labour Law, all agreements between the Contractor and a Union establishing wage rates, hours of labour, and working conditions (Collective Agreements) and International Labour Organisation Fundamental Conventions, to the extent not already part of applicable National Employment and Labour Law.

The Contractor shall ensure fair and positive workplace relationships by ensuring employment rights and freedom, workplace equality, non-discrimination, victimisation or harassment and provide a transparent procedure in which to manage employee grievances.

The Contractor shall ensure the protection and upholding of Human Rights, as set forth in the Universal Declaration of Human Rights, in the workplace particularly with respect to the non - employment of child or forced labour.

The Company reserves the right to review and/or audit the Contractor's Human Resource Management Policies and / or Procedures where applicable.

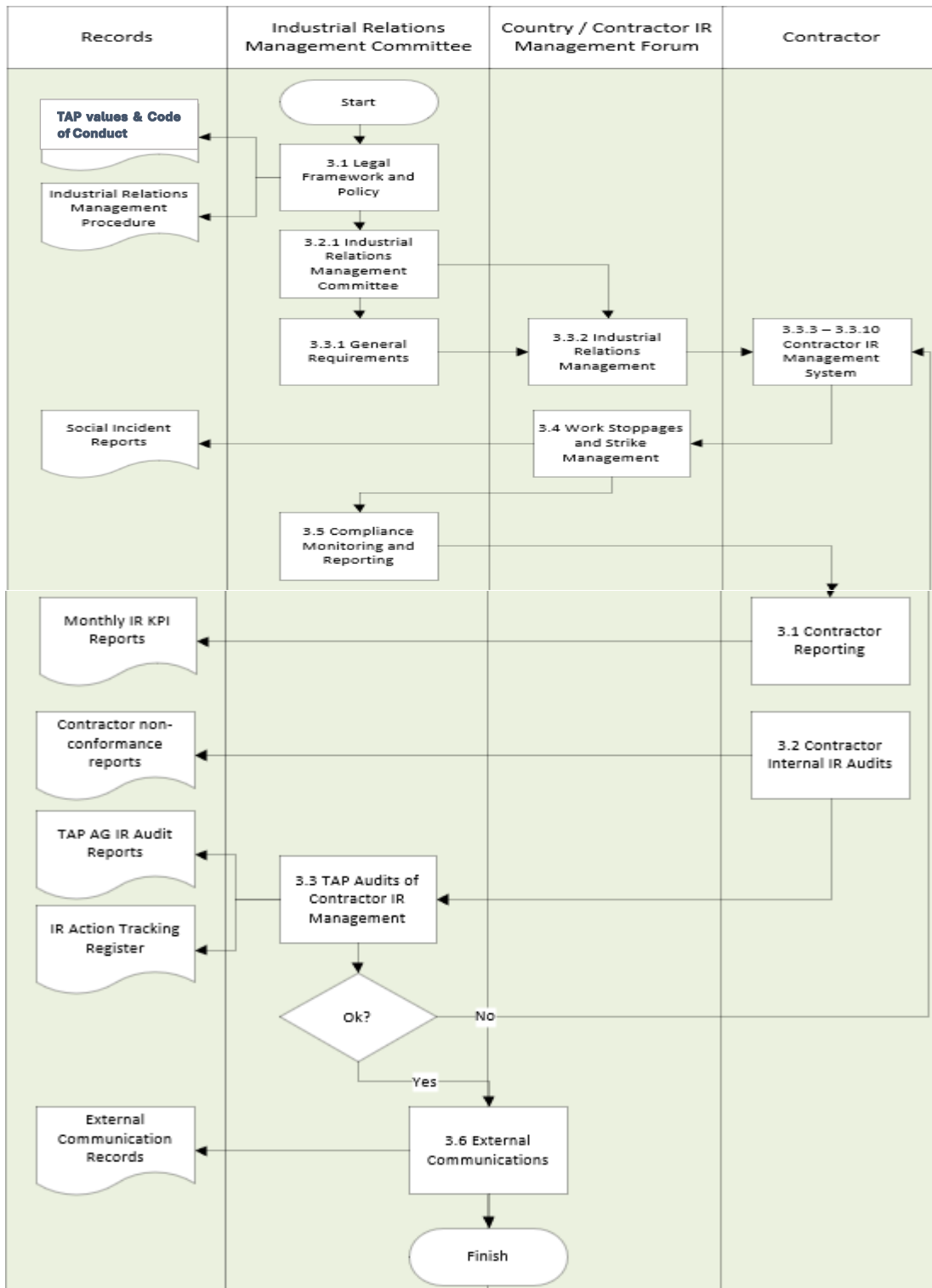


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2. References

No	Document Title	Document Number
1	Environmental and Social Management Manual	CAL00-TAP-QHSE-Y-TMT-0001
2	Industrial Relations Management Plan	CAL00-PMT-000-B-TTM-0004
3	Environmental and Social Impact Assessment (ESIA) for Greece	GAL00-ENT-642-Y-TAE-0001
4	Environmental and Social Impact Assessment (ESIA) for Albania	AAL00-ENT-641-Y-TAE-0001
5	Environmental and Social Impact Assessment (ESIA) for Italy ESIA Italy - Non-Technical Summary	IAL00-ERM-643-Y-TAE-1011
6	TAP Code of Conduct	CAL00-TAP-COL-X-TVO-0001
	Employee Dispute Resolution Procedure	TAP-HRE-PO-0025
7	QHSE Incident Reporting and Investigation Procedure	CAL00-TAP-QHSE-X-TPA-0008
8	Record Retention Guidelines	CAL00-TAP-LEG-X-TPA-0001
	– Organization Management & Control	CAL00-TAP-PLA-X-TVS-0001
10	QHSE Management System Manual	CAL00-TAP-QHSE-X-TMQ-0002

3. Process Framework



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4. Legal and Industrial Relations Framework

4.1.1 Legislative Requirements

TAP AG is incorporated and exists under the laws of Switzerland with branches in the three pipeline host countries (Albania, Greece, and Italy), and is therefore, subject to the relevant applicable laws and regulations of each of those countries.

As good practice, the Company has used the EU Legal framework as a benchmark, although Albania currently is not a part of the EU.

TAP AG QHSE Management System, as well as TAP AG Industrial Relations requirements are designed to promote ongoing compliance with existing and emerging national and international legislation (to the extent applicable), regulations and industry standards.

4.1.2 Applicable Standards

TAP AG has adopted the EBRD Performance Requirements 2 (PRs) as the principal international standards for Industrial Relations compliance during the execution of Operational and Project activities. The EBRD PRs include reference to other international good practice guidelines such as those of the International Labour Organisation (ILO), International Finance Corporation (IFC), European Investment Bank (EIB) and World Bank.

These standards, conventions and performance requirements are integrated into the TAP Industrial Relations Requirements as key performance requirements and identified Contractors shall be requested to identify the standards relevant to their activities and to incorporate these into Contractor industrial relations management processes.

Furthermore, TAP AG is committed in its Code of Conduct (Ref. 6) in line with international standards of transparency, accountability, anti-corruption and human rights.

4.1.3 TAP Industrial Relations Statement of Principle

In accordance with the TAP Values and Code of Conduct, the welfare of employees is an essential principle of TAP. We are committed to promote sound industrial relations by providing all employees with market related conditions of employment, freedom of association, and employment rights. TAP is committed to providing equal opportunities in an environment free of discrimination and harassment.

Our Aim is to:

- Provide a safe working environment for all employees in accordance with the TAP Policy on HSE.*
- Provide a working environment that fosters sound employee/management relationships through acknowledgement and promotion of the Diversity, Equity and Inclusion of all employees.*
- Offer an environment where employees can provide feedback to management without fear of reprisals or victimisation.*
- Provide regular performance and development reviews with employees and that development plans are agreed.*
- Provide local frameworks that support employee well-being.*



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- *Provide a transparent framework for employees to address grievances and concerns without fear of victimisation and/or harassment.*
- *Manage a reward framework to ensure that TAP remains competitive, aligns the interests of employees with those of the business and shareholders, and facilitates a 'pay for performance' culture.*
- *uphold employment rights and National Employment legislation.*
- *Monitor contractor performance in supporting positive industrial relationships with employees through their commitment to freedom of association, equal opportunity, and non-discriminatory practices.*
- *Promote sound industrial relations with contractor companies by supporting positive workplace relations through the implementation of effective Industrial Relations measures.*
- *Uphold Human Rights principles of no discrimination, harassment, use of illegal, forced or child labour.*

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5. Industrial Relations Management Organisation

To ensure that IR management practices are consistently applied across the TAP AG organisation in accordance with the objectives described in Section 1.2, the following governance framework shall be established to facilitate and promote industrial relations management, performance monitoring and evaluation:

5.1 Industrial Relations Management Committee

An Industrial Relations Management Committee (IRMC) shall be convened by TAP AG, chaired by the TAP Human Resources Director or the Operation Director (alternate) with the purpose of:

- Reviewing Contractors' IR management performance.
- Developing plans to mitigate industrial relation risks.
- Monitoring alignment of Contractor management with TAP IR requirements The IRMC shall meet bi-annually or as and when required. Should there be a need for more frequent meetings, this shall be agreed by the TAP Human Resources Director.

Mandatory attendees at the IRMC shall include:

- TAP Human Resources Director (Chairman).
- TAP Operations Director;(Alternate Chairman).
- TAP HR Business Partner
- TAP Industrial Relations Advisor.
- TAP Senior Manager QHSE, Land, Permitting and Stakeholder Management.
- TAP General Counsel.
- TAP Compliance Officer, RCO and DPO.
- TAP Head of Procurement and Contracts.
- Relevant TAP Contract Manager (as required).

Any additional subject matter experts might be added as and when required by the IRMC.

The IRMC shall communicate status updates to the TAP AG Leadership Team. The IRMC meetings shall be facilitated and minuted by the Industrial Relations Advisor.

5.2 TAP AG Foundations for Industrial Relations Management

To adhere to the respective EBRD PR2, EIB, Performance Requirements, Standards and ILO Conventions on labour, all Contractors having an Industrial Relations 'relevance' across TAP Operations are encouraged to have Human Resources / Industrial Relations management policies and procedures.

Such policies and procedures ought to uphold the Performance Requirements, Standards and Conventions and might include:

- A Policy Statement that EBRD, EIB and ILO Labour Conventions and standards shall be respected and complied with throughout the supply chain.

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- Employment Rights management Policies and Procedures.
- A Policy statement of non-discrimination, victimisation or harassment in employment.
- No child or forced labour.
- A Demobilisation (Retrenchment) Policy.
- A Worker Grievance Mechanism.
- Work Stoppages and Strike Management.

5.3 Contractor Assessment Matrix for IR Relevant Contractors

Contractors shall be assessed according to a matrix of criteria indicating potential Industrial Relations ‘relevance’ to TAP.

The Contractor matrix assessment is based on the assessment of four (4) areas of Industrial Relations relevance namely:

- Numbers of workers dedicated to TAP Operations.
- Interface between Contractor and TAP workers.
- Potential exposure profile.
- Degree of Contractor level of IR/HR management.

Selected contractors will be reviewed or audited in line with the TAP Audit Protocol to mitigate any potential Industrial Relations sensitivities or risk.

Based on this assessment, Contractors having a high level of IR Relevance will receive a detailed TAP Industrial Relations Overview with a possible IR Audit together with subsequent targeted Audit follow-up meetings as required to address any Audit non-conformances.

Where Contractors are assessed as having a lower level of IR Relevance, such Contractors will receive an Industrial Relations Review and requested to complete a questionnaire (Appendix 5) on their Industrial Relations Policies and Processes. Based on questionnaire findings an IR Review discussion shall be held with the Contractor.

5.4 Industrial Relations Audit and Review Schedule

Each Contractor assessed as having a high level of IR Relevance shall receive a formal Industrial Relations overview with a view to a potential Audit where necessary or questionnaire followed by IR Review discussion. In general terms each Contractor may be audited or reviewed up to **once per year with follow-up meetings as required**.

5.5 Audit Conduct

The IR Advisor is responsible for the audits and may invite other team members (e.g., QHSE, TAP Contract(s) Manager) to participate as appropriate. The IR Advisor, in the role of Audit Team Leader, shall ensure the following activities are completed as a minimum.

Development of a relevant audit protocol to cover the IR Requirements. This protocol shall be used as an ‘aide-memoire’ for the audit team. All audit notes, for example observations of good practice and any non-compliance identified, shall be recorded within the Audit protocol;

- Raise appropriate non-conformance reports.

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- Issue the Audit Report to respective Audit Sponsors and audited Contractor within agreed timeframes.
- Follow-up to close out all findings.

TAP AG shall, to the extent feasible, provide Contractor with a written notice of an upcoming audit to encourage the attendance of all relevant Contractor staff and that relevant documentation and monitoring records are available for the audit.

5.5.1 Non-Conformance

The TAP Audit Leader shall indicate the shortfall in required standards of Industrial Relations compliance to the contractor. Reported non-compliances arising from the Audits shall be recorded and followed up by TAP IR Advisor to monitor contractor compliance to acceptable standards.

The TAP Audit Leader shall encourage the contractor to consider various options to address the shortfall in achieving compliance standards. If, after receiving the documentary evidence following the close out discussion, the TAP Audit Leader is not satisfied, a follow-up audit meeting shall be convened.

5.5.2 IR Audit and Review Report

Each Audit carried out shall be documented in the form of a written report by the Audit Team Leader. The

Audit Report shall include recording all identified non-conformance, observations as well as good practices. The Audit Report shall be communicated to TAP AG Management and audited contractor within agreed timeframes.

All audit reports shall be retained by the TAP Industrial Relations Advisor who shall maintain all non-conformances in the Industrial Relation Action Tracking System and tracked through to closure.

Where IR reviews of Contractors take place, a Review report and meeting minutes shall be produced by the Industrial Relations Advisor.

5.6 External Communication

Contractor shall be responsible for communication with external parties relevant to their scope of work. Where such communications involve host country government and other institutional stakeholders, support and assistance shall be available by TAP AG Country Representative Manager and the HR Director if requested by the Country Representative Manager himself and/or the Contractor.

Any TAP AG press statement or media releases which relate to Industrial Relations disputes shall be carried out in line with TAP AG corporate external communication protocols (CAL00-TAP-CMC-X-TPA-0003) and shall be first endorsed by the TAP AG Leadership team, including the HR Director, who shall manage interface through the Industrial Relations Advisor, HRBP and the relevant Country Representative Manager.



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6. Records

Records are as listed in the TAP Records Retention Guidelines (Ref. 8).

Record	Document Code/Number	Generated by	Resp. to store	Storage Method	Location	Storage period prior to disposition
IR KPI /Audit reports	n/a	IR Advisor	IR Advisor	Sharepoint	Sharepoint	Annually
IR Audit notifications	n/a	IR Advisor	IR Advisor	Sharepoint	Sharepoint	Annually
IRMC Minutes	n/a	IR Advisor	IR Advisor	Sharepoint	Sharepoint	Annually



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Summary of Changes (Brief)	Section	Page
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Country Representative	1.4.2	7
Operations and Country Manager	1.4.3	7
TAP IR Audit team Leader	1.4.8	9
O&M Contractors	1.4.9	9
TAP Human Resource Policies	3.1.3	14
Country Contractor IR Forum	3.2.2	17
New		
TAP Contract Owner	1.4.2	6
TAP General Counsel	1.4.7	8
TAP Operations Director	1.4.8	8
TAP Contractors	1.4.9	9
TAP Industrial Relations Statement of Principle	3.1.3	11
Contractor Assessment Matrix for IR relevant Contractors	3.4	13



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8. Appendix 1: Industrial Relations Management Compliance Indicators

Compliance Task		Compliance Indicator		Internal Reporting Frequency			Target and Successful Implementation Criteria
Task ID	Task Description	Indicator ID	Indicator Description	Albania	Greece	Italy	
IRM-CT01	Facilitate bi-annual IRMC meetings in the agreed format	IRM-CI01	Bi-annual IRMC meeting held as planned (100% yes, 0% no)	Bi-annually	Bi-annually	Bi-annually	100% of planned bi-annual IRMC meetings conducted
IRM-CT02	Conduct IR reviews and / or Audits of contractors	IRM-CI02	IR audits and / or Reviews of Contractors completed as planned (100% yes, 0% no)	Annually	Annually	Annually	100% compliance with IR Audit Schedule