

1 Introduction

Social dialogue is a process and frameworks that facilitate communication and negotiation between employers, employees, and other stakeholders to improve workplace conditions, labour relations and social protection.

Social dialogue policies are essential for creating inclusive and productive workplaces. They facilitate communication between all stakeholders, ensuring that employee rights are respected and that the Company can adapt to changing labour market conditions.

By fostering collaboration and transparency, these policies help create a fairer, more inclusive, and more sustainable working environment.

2 Purpose

The primary goals of the Company's Social Dialogue is to promote mutual respect, cooperation, and shared decision-making wherever possible to enhance workplace harmony and productivity.

3 Principles

The Company is committed to:

- Mutual Respect** – Ensuring all parties engage in dialogue with dignity, fairness, and without discrimination.
- Transparency** – Sharing relevant information in a timely and accessible manner.
- Inclusivity** – Encouraging participation from diverse voices and perspectives.
- Constructive Engagement** – Focusing on solutions that balance organisational needs with employee well-being.
- Compliance** – Adhering to all applicable labour laws, regulations, and international standards.

4 Measures

4.1 Open Communications

The Company encourages transparent and constructive communication between management and employees, ensuring that all voices are heard.

Weekly “all hands” meetings are proactively planned as a recurring Teams video call to facilitate employees and workers keeping in contact and up to date on the activities, success and challenges of all teams across the company. This was established during covid to also ensure that people were able to keep in touch, socialise remotely and aid the sense of isolation (for mental health).

Such meetings also celebrate the success of individuals and work anniversaries, promoting a sense of purpose and worth, aiding to high retention rates and improved relations.

Quarterly events and meetings are also planned to recap on and review the previous quarter and openly discuss the priorities for the next quarter and company progress against its targets.

4.2 Collaboration and Participation

All employees and workers are encouraged to participate in decisions affecting their working conditions, promoting a sense of ownership and involvement in the workplace.

The Company holds monthly collaboration meetings with representatives from across the business, to discuss matters including those to enhance working conditions, improve communications and processes, and to look at increasing productivity.

Steering committees are also formed to look at new initiatives, such as the introduction of AI tools to enhance response times for customers, and to increase productivity and capacity in our service offerings.

4.3 Collective Bargaining

Whilst the Company does not have any union representatives, social dialogue where appropriate includes collective bargaining through team representation to negotiate terms related to wages, working conditions, and employee rights.

4.4 Training and Development

Where deemed appropriate, the Company seeks training for both management and employees on effective communication and negotiation skills to enhance the dialogue process.

The Company also invests in individuals and encourages development in appropriate skills and technical qualifications, supporting both the need to remain relevant and support its expertise, that others rely on.

4.5 Feedback mechanisms

The Company collects employee feedback through periodic employee questionnaires (sometimes anonymously), open conversation (such as the “all-hands” calls), and the use of MS Forms. This is crucial for continuous improvements in workplace practices and better working conditions.

Similar feedback mechanisms are used with customers and suppliers, to aid in the improvement of better relations, services and efficiency.

5 Qualitative Objectives

The Company:

- Fosters open, honest communication between management and employees at every level.
- Encourages collaboration and partnership with employee representatives.

- 🔘 Empowers involvement through encouraging collaboration and partnership with employee representatives.

6 Quantitative target

The Company shall:

- 🔘 Maintain the number of teams covered by representation at 100% in 2026.
- 🔘 Maintain the number of individuals covered by representation at 100% in 2026.
- 🔘 Maintain the number of complaints related to social dialogue/inclusion at 0% in 2026.

7 Responsibilities

- 🔘 **Management:** Facilitating and supporting social dialogue initiatives and ensuring that employee input is valued and considered.
- 🔘 **Human Resources:** Coordinating social dialogue activities and providing the necessary resources and training.
- 🔘 **Employees and representatives:** Actively participating in dialogue processes, providing constructive feedback and participating in discussions.

8 Monitoring and Review

The Company regularly evaluates the effectiveness of its social dialogue practices and makes improvements where necessary.

It will report as necessary on its social dialogue activities and outcomes to all stakeholders. Representation numbers as of February 2026 are shown in the Appendix.

This policy will be reviewed and updated regularly to reflect changes in the workplace and feedback from stakeholders. Our commitment to social dialogue is essential to creating a positive and inclusive work environment, promoting mutual understanding and improving the overall performance of our company.

It will also be reviewed to ensure continued alignment with:

- 🔘 Company processes,
- 🔘 Relevant current legislation, and
- 🔘 Relevant best practices in social dialogue.

9 Sign Off

For Bluesource	
Name	Nick Jagers
Position	Head of Operations
Signature	
Date	25 February 2026

10 Revision History

Revision Date	Reviser	Description of Revision
25/02/2026	Nick Jagers	Policy created and published

APPENDIX

Distinct teams within the Company and their representative as of 25th February 2026:

TEAM	% OF EMPLOYEES COVERED BY REPRESENTATIVE	REPRESENTATIVE
Board	100%	Andy Ward
Senior Management	100%	John Forde
Consulting	100%	Karthik Padmanabhan
Finance	100%	Sebrena Brathwaite

HR	100%	Nick Jagers
Operations	100%	Monika Cyrkiel
Marketing	100%	Kassandra McCala
Project Management Office	100%	Steve Stringer
Renewals	100%	Zoe Gibbs
Sales Operations	100%	Sophie Gratwick
Service Delivery Management	100%	Andrew Cawdery
Service Management Centre	100%	Dan Knappett

Overall representation of teams = $12/12 \times 100 = 100\%$

Overall representative of individuals = $1200/1200 = 100\%$