

GRIEVANCE POLICY

KAPACHIM SA aims to create a working environment in which all employees can freely raise concerns relating to their employment and seek a resolution promptly, fairly and informally wherever possible. Where informal resolution is not possible, the grievance procedure exists to provide a means to achieve formal resolution. The emphasis of this policy is on problem solving and mediation rather than confrontation or an adversarial process.

- ❖ Feedback from grievances is used to promote learning and continuous improvement in accordance with KAPACHIM SA's values of Excellence, Leadership, Integrity and Diversity.

PURPOSE AND SCOPE

This policy and procedure applies to complaints connected to the individual's employment by KAPACHIM SA. The policy is for KAPACHIM SA employees. It does not cover self-employed contractors and temporary agency workers. If agency workers have a complaint connected to their work within KAPACHIM SA this should be raised with HR and their agency.

This policy and procedure applies to a complaint connected to the individual's employment with KAPACHIM SA and may include, but is not restricted to:

- application of terms and conditions of employment
- health and safety
- data protection
- professional relationships at work
- new working practices/organizational changes
- equal opportunities/diversity issues.

The policy should NOT be used to raise a complaint on behalf of another employee;

PRINCIPLES

The following principles apply:

- managers will try to resolve problems informally and deal with them at the earliest opportunity;
- confidentiality will be maintained at all times by everyone involved;
- the intention of this policy is not to apportion blame but to resolve grievances objectively, sensitively, consistently and fairly. This takes into account the fact that employment issues are not necessarily clear cut and responsibility cannot always be decisively established;
- managers will make decisions based on the 'balance of probabilities', meaning they will consider, having weighed up the evidence, whether it is more likely than not that the complaint has been substantiated;

- KAPACHIM SA will assume that all grievances are raised in good faith. In the unlikely event that a complaint is frivolous, malicious or vexatious, the employee raising the grievance may be subject to disciplinary action;
- as a general rule, employees may not raise a grievance anonymously as this hampers consideration of the case. In exceptional circumstances where an employee has a genuine fear of the consequences of being identified as the complainant, they should contact HR for advice.

Responsibilities

- All managers have a duty to implement this policy and procedure, and to make every effort to ensure that grievances are minimised, and bullying, harassment or victimisation and other unacceptable conduct does not occur, particularly in the areas of work for which they are responsible. Any concerns raised must be dealt with promptly, sensitively and effectively. It is not reasonable for any manager to ignore unacceptable behaviour.
- Managers and supervisors should take steps to promote awareness of this procedure for dealing with concerns and complaints. They should be responsive and supportive to any employee who raises a grievance either informally or formally. Managers should seek advice from Human Resources on how to manage any such grievance so that they can provide clear advice on how to use the procedure. They should maintain confidentiality and seek to ensure that any resolutions are maintained.
- As part of KAPACHIM commitment to ensuring employees are treated with dignity, respect and courtesy within the company, all employees have a responsibility to and should discourage bullying, harassment or victimisation by making it clear that such behaviours are unacceptable, and by supporting colleagues who are exposed to such treatment. Staff should inform a manager or supervisor about any incident of harassment, bullying or victimisation they have witnessed or been subjected to, in order to enable the company to deal with the matter. Employees should refer to the HR department.
- The Human Resources Department will provide guidance, training and support to line managers as requested.

OUTCOMES

The outcomes of this policy are that:

- managers are aware of the procedure to deal with work related complaints and do so effectively;
- employees are aware how to formally raise a work related complaint and there is trust that they will be dealt with appropriately; and
- work related complaints are resolved without recourse to the formal procedures, wherever possible.

MONITORING AND REVIEW

HR will monitor the implementation of the formal stages of this policy for compliance and consistency and to identify any learning points.

A formal review of this policy will take place if there is a significant change in relevant legislation or business need which triggers a review.