



CHELSEA
G R O U P

MOZAMBIQUE

Document No: COR/IMS/POL 12 – Grievance Policy

Grievance Policy

REVISION CONTROL

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1. Introduction

A grievance is defined as 'A wrong or a hardship suffered, which is grounds for Complaint'. Grievances may arise from within the Company or from an external source; CGM's policy on handling of grievance covers both circumstances but the procedures vary. This document reflects this situation. A reference to 'CGM' and/or the 'Company' in this policy means Chelsea Group Mozambique, Lda.

1.1 Aim

The aim of this document is to present CGM's policy and procedures for the handling of any grievance from within or outside the Company with a view to facilitating their successful resolution in a timely fashion.

1.2 Scope

This policy and procedures apply to all Company staff (consultants/contractors or employees), sub-contractors and any third parties who have cause, or feel that they have cause for a complaint against CGM.

2. Policy

The following comprise CGM's grievance policy:

- a. It is to be transparent and fair by nature and in its application;
- b. Informal action will be conducted, where appropriate, to resolve problems;
- c. Often an informal meeting between the aggrieved party and their manager/CGM representative is the most effective way of resolving minor complaints and encourages direct communication between management and staff;
- d. In the case of formal action, the aggrieved party must provide CGM management with a written submission, which provides details of the complaint;
- e. CGM management and aggrieved parties are to raise and deal with issues promptly and not unreasonably delay meetings, decisions or confirmation of such decisions;
- f. CGM management and aggrieved parties are to act consistently;
- g. CGM management will carry out any necessary investigations, to establish the facts of the case;
- h. Employees have the right to be accompanied at any meeting concerning a grievance. In cases where group grievances are addressed, a maximum of two observers will be allowed to attend the grievance process in addition to the representatives;
- i. Aggrieved parties may appeal against the decision made;
- j. No employee will be victimised for invoking this grievance procedure; where victimisation is suspected, a grievance should be submitted in accordance with the Company's grievance procedure.

3. Internal Procedures

An employee who has a grievance over any work-related issue has the right to raise its concerns with CGM management; Figure 1 illustrates the process that will be undertaken to resolve any grievance case.

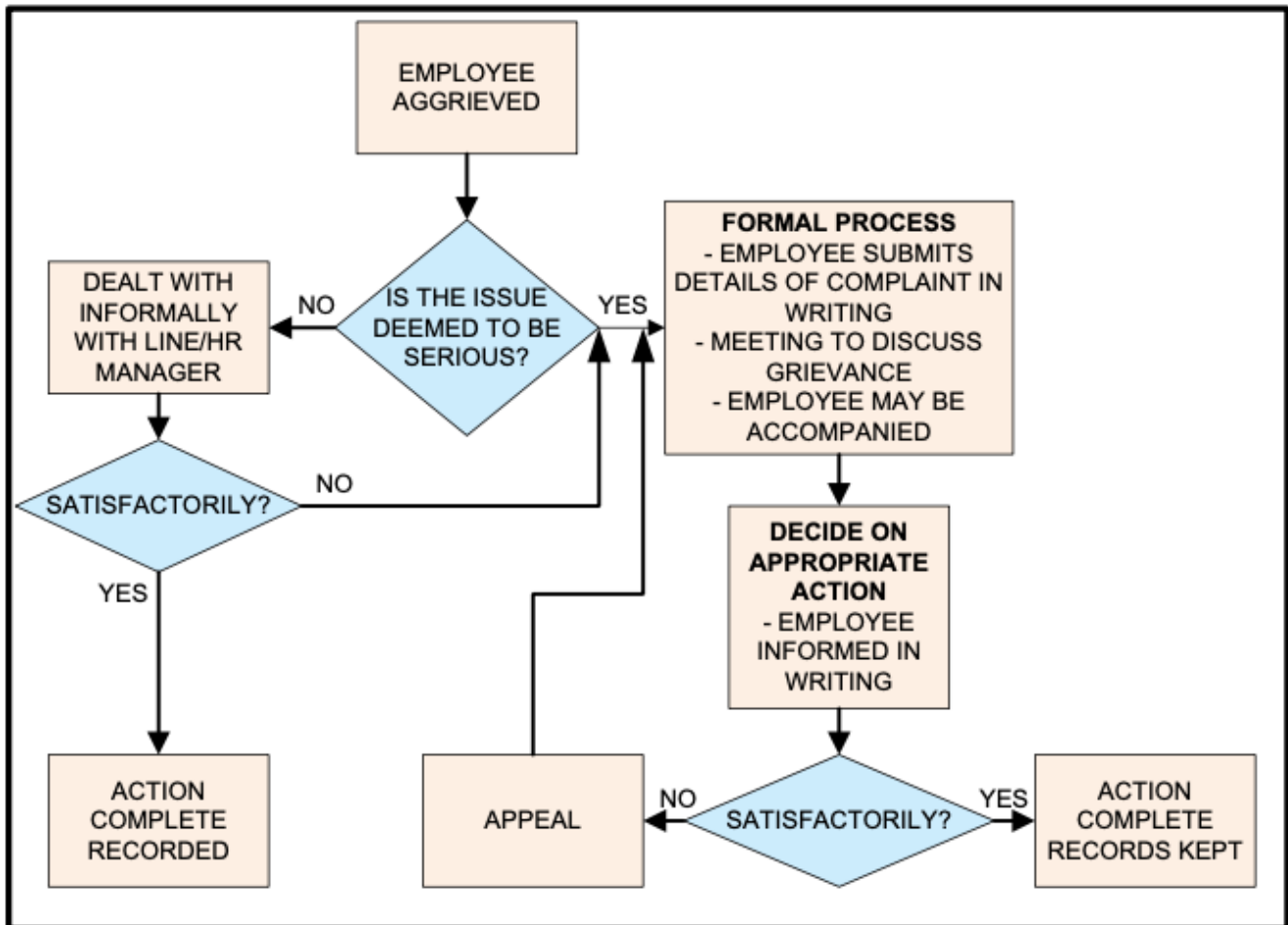


Figure 1. Grievance Process

3.1 Informal Dealing

Issues of a serious nature should always be dealt with formally; however, when mutually agreed, less serious grievances should be dealt with informally. This should take the form of an informal discussion between the aggrieved party and an appropriate manager. If it becomes clear that the matter cannot be resolved satisfactorily, or that the case is more serious than first assessed, the formal process must be adopted. If both parties agree that the grievance has been resolved satisfactorily, no further action needs to be taken but the manager should make an informal note to record the event, its nature and outcome.

3.2 Formal Process

The formal process may involve up to 4 procedures:



a. Submission - The aggrieved party should provide an appropriate CGM manager of the grievance with a written submission which gives details of the grievance; these should include:

- (1) The nature of the grievance;
- (2) Where the incident(s) has occurred;
- (3) Who has been involved;
- (4) When the incident(s) happened or has been happening;
- (5) Any actions that have been taken so far by any of the parties concerned;

b. Hearing - CGM's management will arrange for a meeting to take place within 5 days to discuss the grievance. In preparing for such a meeting, a manager should consider the following:

- having an impartial record keeper;
- making themselves aware of the full facts of the case;
- how similar grievances may have been resolved in the past;
- whether an interpreter may be needed, and
- consider if any reasonable adjustments are necessary for a person who is disabled.

The aggrieved party has the right to be:

- accompanied by a colleague, who should be allowed to address the meeting on the aggrieved party's behalf, put and sum up the aggrieved party's case; respond to any views expressed at the meeting and conferred with the aggrieved party.

Once the hearing has finished, the appropriate CGM manager will take time to consider the case.

c. Decision - In making the decision upon the outcome and CGM's position, the manager should consult the MD and the Country Operations Manager or other senior managers within the Company – and is encouraged to do so. The decision should be presented in writing within 24 hours of the hearing. If it is necessary to gather further information before making a decision, the manager will inform the aggrieved party of this, and the likely timescale involved. Once it has been made, the manager is to inform the aggrieved party in writing of the outcome, and where appropriate, it should be set out what action is intended to resolve the grievance. The latter has the right to appeal if they are dissatisfied.

d. Appeal - If the aggrieved party has grounds for dissatisfaction, they may appeal but this should be submitted within 5 days explaining their grounds for appealing in writing to CGM management. An appeal meeting should be arranged within 5 days and should be run by the next more senior manager and wherever possible by a manager who has not previously been involved in the case. The hearing will follow the format described in 7b above and the aggrieved party may be accompanied. After the meeting, the manager will give the aggrieved party a decision, normally within 24 hours. The manager's decision is final.

3.3 Records

Records of the following are to be made and kept for 7 years:

- a. Nature and details of the grievance;
- b. What was decided and the actions taken;
- c. The reasons for these actions;
- d. What was discussed in any informal chat or meeting;
- e. Whether an appeal was made and its outcome;
- f. Any other subsequent developments.

4. External Process

The policy set out in section 2 also applies to a non-employee who has a grievance to make against the Company. The procedures shown in Figure 1 and described in paragraphs 3.1, 3.2 and 3.3 are very similar but the complaint is likely to be dealt with at corporate level in the first instance. In summary:

- a. **Informal Approach** - CGM prefers to resolve grievance issues on an informal basis whenever possible; but only when this course is mutually agreeable.
- b. **Formal Approach** - The formal approach requires the aggrieved party to submit the details of their complaint in writing (as per section 3.2) and send it electronically to office.mozambique@chelseagroupworldwide.com; receipt will be acknowledged immediately. The arrangements will be made for a hearing – the composition of attendees will be agreed on a case-by-case basis. The hearing is likely to be conducted by telephone/video conference call. CGM will inform the aggrieved party of its decision in writing within 24 hours of the hearing being completed. The aggrieved party has the right to appeal within 5 days and this process should be started by a submission in writing explaining the grounds for this appeal. A further hearing will be convened but managed by a different person with the findings being promulgated within 24 hours of its completion.

5. Summary

Grievances are to be handled with sensitivity, and respect but without undue delay. The procedures are relatively straightforward and must be followed precisely, and the importance of keeping records is emphasised. Advice should be sought from senior managers (the MD and the Country Operations Manager) from the outset.