



GRIEVANCE HANDLING POLICY

Policy Brief & Purpose

The grievance procedure is intended as the tool by which a member of staff may formally have a grievance, regarding any condition of their employment, heard by the management of the company. Our grievance procedure policy explains how employees can voice their complaints constructively. Supervisors and senior management should know everything that troubles employees or hinders their work so they can resolve it as quickly as possible. Employees should be able to follow a fair grievance procedure to be heard and avoid conflicts. The company encourages employees to communicate their grievances, fostering a supportive and pleasant workplace for everyone.

In the event of a member of staff wishing to raise a grievance, it is preferable for the grievance to be satisfactorily resolved as close to the individual and their line manager as possible. It is understood, however, that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve the company's employees.

Time scales have been fixed to ensure that grievances are dealt with quickly; however, these may be extended if agreed upon by both parties.

This procedure is not intended to deal with:

1. Dismissal or disciplinary matters, which are dealt with in a separate procedure
2. Disputes, which are of a collective nature and are dealt with in a separate procedure

Scope

This policy refers to everyone in the company regardless of position or status.

Policy Elements

Grievance Definition: We define grievance as any complaint, problem, or concern of an employee regarding their workplace, job, or coworker relationships. Employees can file grievances for any of the following reasons:

- Workplace harassment
- Health and safety



- Supervisor's behaviour
- Adverse changes in employment conditions

This list is not exhaustive. However, employees should try to resolve less important issues informally before they resort to a formal grievance. Employees who file grievances can:

- Reach out to their direct supervisor or HR department
- File a grievance form explaining the situation in detail
- Refuse to attend formal meetings on their own
- Appeal on any formal decision

Employees who face allegations have the right to:

- Receive a copy of the allegations against them
- Respond to the allegations
- Appeal on any formal decision

The company is obliged to:

- Have a formal grievance procedure in place
- Communicate the procedure
- Investigate all grievances promptly
- Treat all employees who file grievances equally
- Preserve confidentiality at any stage of the process
- Resolve all grievances when possible
- Respect its no-retaliation policy when employees file grievances with the company or external agencies (e.g., equal employment opportunity committee)

Procedures

Employees are encouraged to talk to each other to resolve their problems. If this is not possible, employees should know how to file a grievance:

Stage 1: An employee who has grievance should raise the matter with their line manager/supervisor immediately, either verbally or in writing. If the matter concerns the employee's immediate manager, then grievance should be taken to their superior.

If the manager is unable to resolve the matter at that time, a formal written grievance form should be submitted (see appendix 1). The manager should then respond within 2 working days (i.e., the manager's normal working days) to the grievance unless an extended period

is agreed upon by both parties. The response will give a full written explanation of the manager's decision and who to appeal to if still aggrieved.

Employees should communicate informally with their direct supervisor. The supervisor will try to resolve the problem. When employees want to complain about their supervisor, they should first try to discuss the matter and resolve it between them. In that case, they are advised to request an informal meeting. Supervisors should try to resolve any grievance as quickly as possible. When they are unable to do so, they should refer to the HR department and cooperate with all other procedures.

If the grievance relates to a supervisor behaviour that can bring disciplinary action (e.g., sexual harassment or violence), employees should refer directly to the HR department or the next level supervisor.

The HR department (or any appropriate person in the absence of an HR department) should follow the procedure below:

1. Ask the employee to fill out a grievance form
2. Talk with the employee to ensure the matter is understood completely
3. Provide the employee who faces allegations with a copy of the grievance
4. Organize mediation procedures (e.g., arranging a formal meeting)
5. Investigate the matter or ask for the help of an investigator when needed
6. Keep employees informed throughout the process
7. Communicate the formal decision to all employees involved
8. Take actions to ensure the formal decision is adhered to
9. Deal with appeals by gathering more information and investigating further
10. Keep accurate records

Stage 2: In most instances, the company would expect the manager's decision to be final and for the matter to end. However, in some circumstances, the employee may remain aggrieved and can appeal against the decision of the manager concerned.

The appeal to the manager next in line must be made within ten working days of the original response to the employee's grievance. The appeal must be in writing (see appendix 2) and contain the original formal grievance form. This manager will attempt to resolve the grievance. A formal response and full explanation will be given in writing, as will the name of the person to whom they can appeal if still aggrieved, within 7 days.



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Where the 'next in line' manager at this stage is the Director with responsibility for the employee's function, the grievance should immediately progress to Stage 3.

Stage 3: If the employee remains aggrieved, there will be a final level of appeal to the Director responsible for the employee's function. This appeal must be made in writing (see appendix 3), enclosing a copy of the original formal grievance form, to the Director within ten working days of receipt of the Stage 2 response. This Director will arrange and hear the appeal with another management representative and respond formally with a full explanation within 20 working days.

Where a grievance is raised against a director, the grievance will be heard by the Chief Executive. There is no further right of appeal. However, where both parties agree that there would be some merit in referring the matter to a third party for advice, reconciliation, or arbitration, arrangements will then be made to find a mutually acceptable third party.

Using Mediation: An independent third party or mediator can sometimes help resolve grievance issues before it is necessary to invoke the formal procedure. Mediation is a voluntary process where the mediator helps two or more people in dispute to attempt to reach an agreement. Any agreement comes from those in dispute, not from the mediator. The mediator is not there to judge, to say one person is right and the other wrong, nor to tell those involved in the mediation what they should do. The mediator oversees the process of seeking to resolve the problem, but not the outcome.

There are no hard-and-fast rules for when mediation is appropriate, but it can be used:

- For conflict involving colleagues of a similar job or grade, or between a line manager and their staff
- At any stage in the conflict if any ongoing formal procedures are put in abeyance
- Rebuilding relationships after a formal dispute has been resolved
- To address a range of issues, including relationship breakdown, personality clashes, communication problems, bullying and harassment

Mediation is not part of the company's formal grievance procedure. However, if both parties agree to mediation, then the grievance procedure can be suspended to resolve the grievance through that route. If mediation is not successful, then the grievance procedure can be re-commenced. This procedure may vary according to the nature of grievance. For example, if an employee is found guilty of racial discrimination, the company will begin disciplinary procedures.



Grievance Redressal System

1. Existence of a sound channel
2. The procedure should be simple, definite, and prompt
3. It should be clearly defined
4. Helpful attitude of management
5. Fact-oriented system
6. Respect for decisions
7. Adequate publicity
8. Periodic review

Basic Element of Grievance Procedure

Receive and define the nature of dissatisfaction:

- Manner and attitude when the complaint is received
- Assessment must be made that the complaint is presented fairly
- Statement and issues must not be pre-judged
- Proper time and attention are given

Steps in Handling Grievances

1. Get the facts:
 - Facts separated from impressions and opinions
 - Consult the policies
 - Consult the records
2. Analyze and decide
3. Apply the answer
4. Follow up



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Grievance Framework

1. Investigate and handle each case carefully
2. Talk to the employee and enforce the time limit
3. Visit the work area or place of grievance
4. Determine witnesses
5. Examine records
6. Examine witnesses

Do's in Handling Grievances

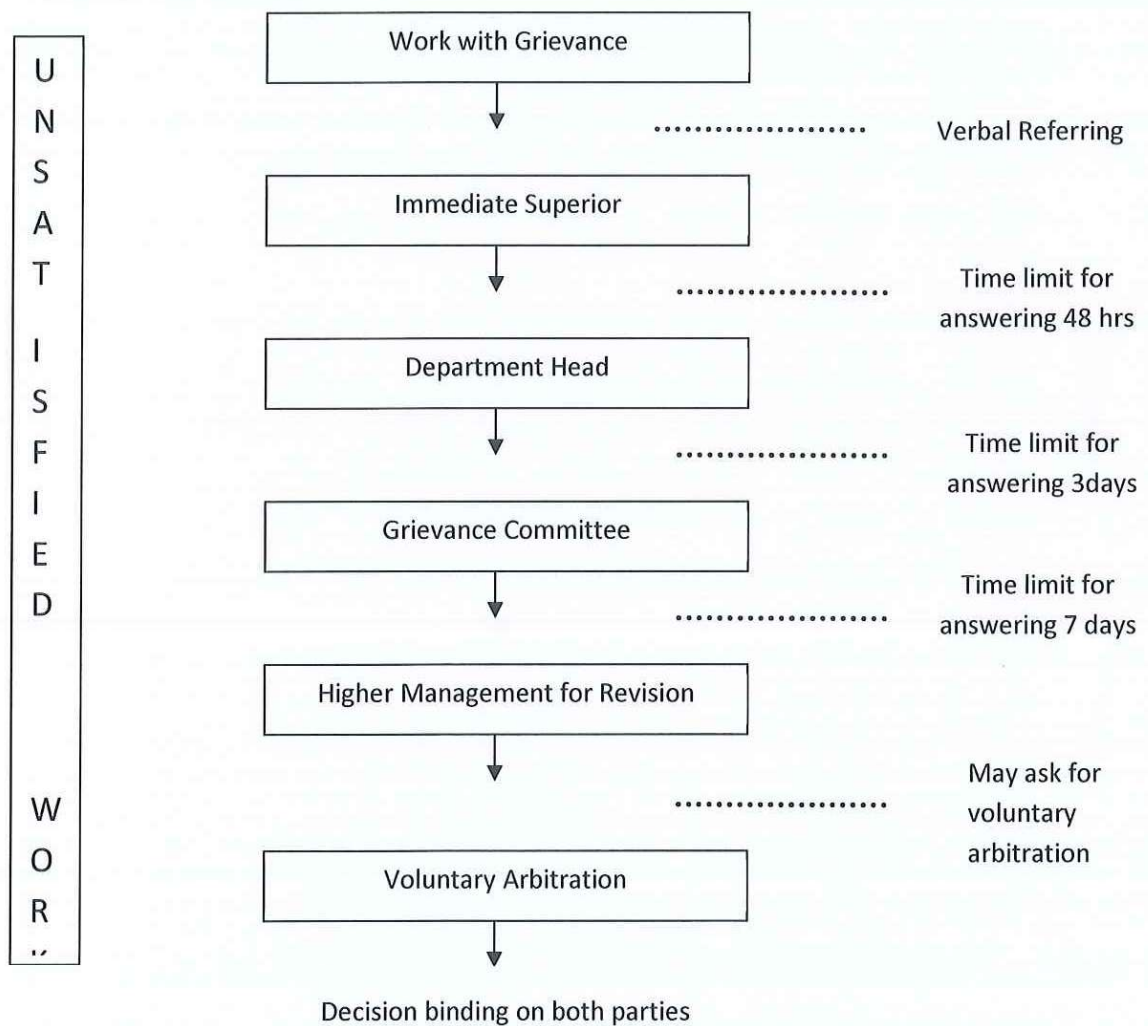
1. Evaluate the grievance
2. Permit full hearing
3. Identify the relief an employee is expecting
4. Command the respect of all
5. All discussions held privately
6. Keep superiors informed
7. Ensure proper productivity
8. Stick to labour agreements and labour law

Steps and Punishments in Handling Grievances

- Warning or censure
- Making an adverse remark on the service records
- Suspension from service without wages for a period not exceeding 5 days
- Stoppage of annual increment up to 2 years with or without cumulative effect
- Demotion or reversion to the lower grade, post, or scale with reduced pay.



DIAGRAMMATIC REPRESENTATION OF MODEL GRIEVANCE PROCEDURE:





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Appendices

Appendix 1

To:

From:

Dept:

Date:

Immediate Superior:

Dear _____

I wish to make a formal grievance against:

in line with the Company Grievance Procedure. The details of my grievance are shown below:

Yours sincerely,

(The manager should respond to this formal written grievance within 2 working days unless an extended period for response is mutually agreed)



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Appendix 2

To:

From:

Dept:

Date:

Immediate Superior:

Dear _____

On _____ (within 10 days of the response to the initial formal grievance) my
grievance against _____ was heard by

I am not satisfied with the outcome of this meeting and would like to appeal to you to further
hear of my grievance, in line with the Company Grievance Procedure.

I enclose a copy of the original letter regarding this matter and other correspondence and
information related to it.

Yours sincerely,

**(The Manager should respond to this formal written grievance within 7 days unless an
extended period for response is mutually agreed)**



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