



GRIEVANCE POLICY

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INTRODCUTION

1. 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; Hart’s policy on the handling of grievance covers both these circumstances but the procedures vary. This document reflects this situation.

2. **Aim**

The aim of this document is to present Hart’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.

3. **Scope**

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

POLICY

4. The following comprise Hart’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. Often an informal meeting between the aggrieved party and their manager/Hart Representative is the most effective way of resolving minor complaints and encourages direct communication between management and staff.
- c. In the case of formal action, the aggrieved party must provide Hart management with a written submission, which provides details of the complaint¹.
- d. Hart management and aggrieved parties are to raise and deal with issues promptly and not unreasonably delay meetings, decisions or confirmation of such decisions.
- e. Hart management and aggrieved parties are to act consistently.
- f. 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.
- g. Aggrieved parties may appeal against the decision made.

¹ Nature, time, place and those involved

h. 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.

INTERNAL PROCEDURES

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

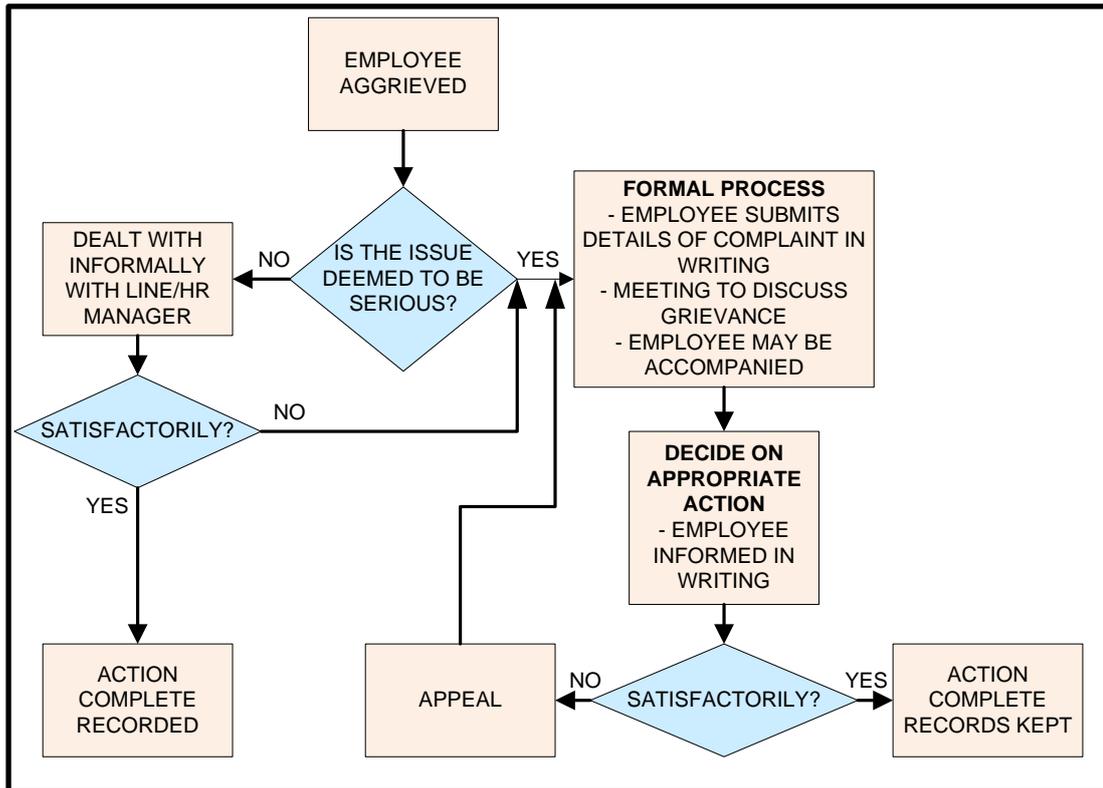


Figure 1: Grievance Process

6. 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 manager². 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 need be taken but the manager should make an informal note to record the event, its nature and outcome.

7. Formal Process

The formal process may involve up to 4 procedures:

² A manager who is suitably qualified technically, managerially and aware of the situation but is not subject of the complaint

a. **Submission**

The aggrieved party must provide an appropriate Hart manager 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**

Hart's management will arrange for a meeting to take place within 5 days to discuss the grievance. In preparing for such a meeting 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. The aggrieved party has the right to be accompanied by a colleague, who may be allowed to address the meeting on the employee's behalf, sum up the employee's case, respond to any views expressed at the meeting and confer with the employee. Once the hearing has finished the Hart manager will take time to consider the case.

c. **Decision**

In making the decision upon the outcome and Hart's position the manager should consult the COO, Chief Administration Officer (CAO), or other senior managers within the Company – and is encouraged to do so. Regardless the decision should be presented in writing within 24hrs of the hearing. Once it has been made the manager is to inform the aggrieved party in writing of the outcome. The latter has the right to appeal if they are dissatisfied.

d. **Appeal**

If the aggrieved party has grounds for dissatisfaction they appeal but this must be submitted within 5 days explaining their grounds for appealing in writing to Hart management. An appeal meeting should be arranged within 5 days and should be run by the next more senior manager. The hearing will follow the format described in 7b above and the aggrieved party may be accompanied.

8. **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. Whether an appeal was made and its outcome.
- e. Any other subsequent developments.

EXTERNAL PROCESS

9. The policy set out in paragraph 4 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 6 and 7 are very similar but the complaint is likely to be dealt with at corporate level in the first instance. In summary:

a. **Informal Approach**

Hart 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 7a) and sent electronically to info@hartinternational.com; receipt will be acknowledged immediately. Then 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/skype conference call. Hart 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.

SUMMARY

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