
	SHEQ MANAGEMENT SYSTEM	Doc Number:	IMS-HRM-POL-008
	GRIEVANCE POLICY AND PROCEDURE	Revision:	01
		Date Issued:	27 August 2025
		Effective From:	28 August 2025

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1. INTRODUCTION

A grievance is defined as any cause of dissatisfaction or feeling of injustice on the part of an Employee, group of Employees, or External Stakeholder(s) arising out of the work situation or the application of conditions of employment, other than that occasioned by a penalty confirmed in terms of the disciplinary procedure. To facilitate the management of grievances, a series of procedural steps are defined which have to be adhered to by all relevant parties, in order to bring the grievance to a speedy and appropriate conclusion. This policy is also valid for external stakeholders and will be shared with them to ensure they are aware of all the requirements. If this procedure is not adhered to, it may lead to further complications in the Employee-Employer or Stakeholder-Company relationship.

2. OBJECTIVE

The main purpose of implementing this procedure is to prevent and resolve conflict within the workplace and with external stakeholders. This policy aims to protect the interests of management, Employees, and External Stakeholders, and to recognize the rights of all parties to appeal and to be given a fair hearing against any measure they may consider to be unjust.

For External Stakeholders, this policy provides an opportunity to submit grievances related to any dissatisfaction or feeling of injustice arising from their interactions with the company. This includes, but is not limited to, issues related to service delivery, contractual obligations, and communication.

External Stakeholders should clearly understand the grounds for submitting a grievance, which include any perceived unfair treatment, unmet expectations, or breaches of agreement. The policy outlines a transparent process for submitting grievances, ensuring that all parties are aware of the steps involved and the targeted deadlines for managing and resolving grievances.


By adhering to this policy, the company aims to foster a fair and just environment for both internal and external parties, ensuring that grievances are addressed promptly and effectively.

3. INTENTION

The parties agree that it is in their mutual interest to observe a grievance procedure by which issues arising between them can be resolved.

It is the intention of both parties that grievances can be resolved as soon as possible and within set time limits.

Any party lodging a grievance has the right to be accompanied by a representative of their choice at any stage. Any party is free to submit a grievance without prejudice whatsoever regarding employment conditions or contractual implications and without fear of victimisation.

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4. CONTEXT

Grounds for accepting a complaint

The following are the specific grounds on which a grievance or complaint can be accepted. This can include, but is not limited to:

- **Unfair Treatment:** Any perceived unfair treatment by the company or its representatives.
- **Unmet Expectations:** Any failure to meet agreed-upon expectations or contractual obligations.
- **Breach of Agreement:** Any breach of agreement or contract terms.
- **Service Delivery Issues:** Any issues related to the delivery of services or products.
- **Communication Issues:** Any breakdown in communication or failure to provide necessary information.

Examples of acceptable grievances

- An employee feels they have been unfairly passed over for a promotion.
- An external stakeholder believes the company has not fulfilled its contractual obligations.
- A customer is dissatisfied with the quality of a product or service.

5. THE PROCEDURE


STEP 1

For Employees: An Employee who has a grievance must record the relevant details on the Grievance Form, IMS-HRM-FOR-011, and report such a grievance to their supervisor (first reporting level). In a situation where the grievance involves the supervisor, the Employee may lodge the submission via email with a senior manager not involved. The recipient will:

- Listen to the Employee in private. The Employee may be accompanied by a co-Employee.
- Encourage the Employee to express their grievance freely and openly.
- Obtain all relevant facts about the grievance (distinguishing facts from opinion).
- Endeavour to resolve the grievance as speedily as possible and resolve this within, at most, three working days.
- Record their findings on the Grievance Form, IMS-HRM-FOR-011, and return it to the Employee.
- If the grievance is not resolved, advise the Employee of the subsequent stages of the procedure and their right to seek the assistance of a representative.

For External Stakeholders: An External Stakeholder who has a grievance must record the relevant details on the Grievance Form, IMS-HRM-FOR-011, and submit it via e-mail to grievance@skyside.co.za. The Skyside recipient will identify an independent internal facilitator who will:

- Listen to the External Stakeholder in private. The Stakeholder may be accompanied by a representative of their choice.
- Encourage the External Stakeholder to express their grievance freely and openly.

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- Obtain all relevant facts about the grievance (distinguishing facts from opinion).
- Endeavour to resolve the grievance as speedily as possible and resolve this within, at most, three working days.
- Record their findings on the Grievance Form, IMS-HRM-FOR-011, and return it to the External Stakeholder.
- If the grievance is not resolved, advise the External Stakeholder of the subsequent stages of the procedure and their right to seek the assistance of a representative.

STEP 2


For Employees: The Employee will hand the grievance form to the General Manager, who shall hold an enquiry into the matter within three working days of receipt thereof. The enquiry shall be attended by the supervisor, the Employee, and their representative. A record of the enquiry must be kept. The General Manager must give their decision within two working days of the enquiry. The decision must be recorded on the grievance form and a signed copy handed to the Employee. If the Employee is not satisfied with the outcome, they may proceed to Step 3.

For External Stakeholders: The External Stakeholder will hand the grievance form to the General Manager, who shall hold an enquiry into the matter within three working days of receipt thereof. The enquiry shall be attended by the designated company representative, the External Stakeholder, and their representative. A record of the enquiry must be kept. The General Manager must give their decision within two working days of the enquiry. The decision must be recorded on the grievance form and a signed copy handed to the External Stakeholder. If the External Stakeholder is not satisfied with the outcome, they may proceed to Step 3.

STEP 3

For Employees: The Employee will hand the Grievance Form, IMS-HRM-FOR-011, to the Managing Director, who shall hold an enquiry into the matter within three working days of receipt thereof. The Managing Director must give a decision within two working days of the enquiry. The decision must be recorded on the Grievance Form, IMS-HRM-FOR-011, and a signed copy handed to the Employee. If the Employee is still not satisfied with the outcome, they may proceed to Step 4.

For External Stakeholders: The External Stakeholder will hand the Grievance Form, IMS-HRM-FOR-011, to the Managing Director, who shall hold an enquiry into the matter within three working days of receipt thereof. The Managing Director must give a decision within two working days of the enquiry. The decision must be recorded on the Grievance Form, IMS-HRM-FOR-011, and a signed copy handed to the External Stakeholder. If the External Stakeholder is still not satisfied with the outcome, they may proceed to Step 4.

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STEP 4

For Employees: The Employee may refer the matter to the Commission for Conciliation Mediation and Arbitration.

For External Stakeholders: The External Stakeholder may refer the matter to an external mediation or arbitration body as agreed upon by both parties.

6. THE ROLE OF THE PARTICIPANTS IN THE GRIEVANCE PROCEDURE

6.1. The Role of Management


- (a) Encourage the Employee to express grievances freely and openly.
- (b) Clarify the grievance with the Employee.
- (c) Distinguish fact from opinion.
- (d) Note the relevant facts relating to the grievances.
- (e) Ask the Employee what settlement is desired.
- (f) Verify facts from witnesses and other people who may be able to contribute.
- (g) Obtain assistance from other members of management if necessary.
- (h) Seek acceptance of the decision to resolve the grievance from the Employee in writing.
- (i) Monitor adherence to the grievance procedure by all participants at all times.

6.2. The Role of the Employee

- (a) **Expressing Grievances:** The Employee should feel encouraged to express their grievances freely and openly without fear of victimization or intimidation. They should provide all relevant details and facts related to the grievance.
- (b) **Participation in Enquiries:** The Employee is expected to participate actively in the enquiry process, providing necessary information and cooperating with the management to resolve the grievance.
- (c) **Seeking Assistance:** The Employee has the right to seek the assistance of a representative at any stage of the grievance process. This representative can accompany the Employee during meetings and enquiries.
- (d) **Acceptance of Decisions:** The Employee should review the decisions made at each stage of the grievance process and, if satisfied, provide written acceptance of the resolution. If not satisfied, they may proceed to the next step in the procedure.

6.3. The Role of the External Stakeholder


- (a) **Expressing Grievances:** The External Stakeholder should feel encouraged to express their grievances freely and openly without fear of victimization or intimidation. They should provide all relevant details and facts related to the grievance.

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- (b) **Participation in Enquiries:** The External Stakeholder is expected to participate actively in the enquiry process, providing necessary information and cooperating with the company representatives to resolve the grievance.
- (c) **Seeking Assistance:** The External Stakeholder has the right to seek the assistance of a representative at any stage of the grievance process. This representative can accompany the External Stakeholder during meetings and enquiries.
- (d) **Acceptance of Decisions:** The External Stakeholder should review the decisions made at each stage of the grievance process and, if satisfied, provide written acceptance of the resolution. If not satisfied, they may proceed to the next step in the procedure.
- (e) **The Role of the Employee Representative**
- (f) **Supporting the Employee:** The Employee Representative should listen to the Employee’s grievance and encourage them to express their grievance freely and openly without fear of victimization or intimidation.
- (g) **Investigating the Grievance:** The Employee Representative should investigate the grievance together with the Employee to ensure that all the circumstances and facts relating to the grievance are accurate. They should assist the Employee in preparing a reasonable case for presentation to management.
- (h) **Counseling the Employee:** The Employee Representative should counsel the Employee on whether their grievance is valid or not. If the grievance does not merit management’s attention, the representative should advise the Employee on how best to resolve the grievance.


6.4. The Role of the External Stakeholder Representative

- (a) **Supporting the External Stakeholder:** The External Stakeholder Representative should listen to the External Stakeholder’s grievance and encourage them to express their grievance freely and openly without fear of victimization or intimidation.
- (b) **Investigating the Grievance:** The External Stakeholder Representative should investigate the grievance together with the External Stakeholder to ensure that all the circumstances and facts relating to the grievance are accurate. They should assist the External Stakeholder in preparing a reasonable case for presentation to the company representatives.
- (c) **Counseling the External Stakeholder:** The External Stakeholder Representative should counsel the External Stakeholder on whether their grievance is valid or not. If the grievance does not merit the company’s attention, the representative should advise the External Stakeholder on how best to resolve the grievance.

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6.5. Summary of timelines for internal grievance

Step	Action	Responsible Party	Timeframe
1	Record grievance on Grievance Form and report to supervisor	Employee	Immediate
1	Listen, encourage, obtain facts, resolve grievance	Supervisor	Within 3 working days
1	Record findings and return Grievance Form	Supervisor	Immediate
1	Advise Employee of next steps if unresolved	Supervisor	Immediate
2	Hand Grievance Form to General Manager	Employee	Immediate
2	Hold enquiry with supervisor, Employee, and representative	General Manager	Within 3 working days of receipt
2	Give decision and record on Grievance Form	General Manager	Within 2 working days of enquiry
3	Hand Grievance Form to Managing Director	Employee	Immediate
3	Hold enquiry with Employee and representative	Managing Director	Within 3 working days of receipt
3	Give decision and record on Grievance Form	Managing Director	Within 2 working days of enquiry
4	Refer matter to Commission for Conciliation Mediation and Arbitration	Employee	If unresolved

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6.6. Summary of timelines for external stakeholder grievance

Step	Action	Responsible Party	Timeframe
1	Record grievance on Grievance Form and submit via email	External Stakeholder	Immediate
1	Listen, encourage, obtain facts, resolve grievance	Designated Company Representative	Within 3 working days
1	Record findings and return Grievance Form	Designated Company Representative	Immediate
1	Advise External Stakeholder of next steps if unresolved	Designated Company Representative	Immediate
2	Hand Grievance Form to General Manager	External Stakeholder	Immediate
2	Hold enquiry with company representative, External Stakeholder, and representative	General Manager	Within 3 working days of receipt
2	Give decision and record on Grievance Form	General Manager	Within 2 working days of enquiry
3	Hand Grievance Form to Managing Director	External Stakeholder	Immediate
3	Hold enquiry with External Stakeholder and representative	Managing Director	Within 3 working days of receipt
3	Give decision and record on Grievance Form	Managing Director	Within 2 working days of enquiry
4	Refer matter to external mediation or arbitration body	External Stakeholder	If unresolved

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7. DOCUMENTS REQUIRED

- IMS-HRM-FOR-011 Grievance Form

8. APPROVAL

	UPDATED BY:	REVIEWED BY:	APPROVED BY:
Name	Quentin Hurt	Amanda Ngubane	Quentin Hurt
Title	Managing Director	SHEQ Manager	Managing Director
Date	25 August 2025	27 August 2025	27 August 2025
Final approval signature			



Signed with Impression - Chain of Custody



Signature Request

Signature Request ID:	def991b8-41ed-41c2-a43a-3064c1cbd142	Timestamp:	2025-09-01 18:49:01 GMT
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Email Evidence

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Email Sent Timestamp:	2025-09-01T17:39:19.198298	Email Opened Timestamp:	Not available in Silent Mode

Web Evidence

Signee IP Address:	196.15.192.210	Request Timestamp:	2025-09-01 18:48:12 GMT
Signee GPS (if shared):	ZA: Mozilla/5.0 (Linux; Android 10; K) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/139.0.0.0 Mobile Safari/537.36 EdgA/139.0.0.0	Terms Accepted Timestamp:	2025-09-01 18:48:20 GMT

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