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GRIEVANCE POLICY

Purpose:

The purpose of the Grievance Mechanism is to provide a fair and confidential process for all employees, community members, suppliers, subcontractors and site visitors to voice their concerns, seek resolution, and ensure a harmonious relationship with Ecwamix Chemical Systems.

Scope:

The Grievance Mechanism will cover all types of grievances that may arise in the workplace, which include, but are not limited to, the following: harassment of any nature, discrimination, workplace disputes, policy violations, etc.

Fairness:

Ecwamix is committed to fair treatment and equal opportunities for all employees, community members, suppliers, subcontractors and site visitors throughout the grievance process and will give those involved a fair chance to voice their concerns or explain their side of any situation that may arise.

Confidentiality:

All Grievants are assured that their grievances will be handled discreetly to protect their privacy and minimise retaliation. If rumours do arise, Ecwamix will address these with the individuals involved to ensure that they are stopped as quickly as possible.

Timeliness:

All matters will be treated with the same urgency and within the company-stipulated timeframe of within two to four weeks from the date the grievance is opened.

Transparency:

The Grievance Process and Mechanism will be communicated on notice boards as well as in training during the induction process and included in the induction manual. For those outside of the workplace, they will be able to find our Grievance Process on our website: www.ecwamix.co.za

Parties Involved

- **Grievant:** Any employee, community member, supplier, subcontractor or site visitor who files a grievance, regardless of their position or tenure.
- **Respondent:** This is typically the individual or department against whom the grievance is filed.



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- **HR Department:** This is the nominated HR Department representative who is there to mediate and advise on the Grievance Process and resolve the grievances. They will also make notes accordingly and take minutes.
- **Management/Supervisors:** All relevant Managers and Supervisors will be present to discuss the grievance and discuss any resolution/solutions to fix it.

Grievance Procedure

Submission of Grievance: Any employee, community member, supplier, subcontractor, or site visitor can submit a grievance, either verbally or in a written format with the Grievance Form (See Appendix A), along with the necessary information to process the grievance. This can be done via the same form anonymously and placed in the Grievance/Suggestions boxes placed in each facility. These boxes will be checked weekly by the Grievance Council Representative appointed by management, and the Employee/Worker Committee Representative.

Initial Review: The initial review process will be between the HR Department, the Grievance Committee and the relevant Supervisor and Manager involved. They will then be able to determine the level of grievance and whether there is a need for a Director to be involved.

Mediation (Optional): If it is decided that a meeting for mediation is to take place, this will be set up for the soonest convenient date for everyone. This meeting will include the Grievant, the Respondent, the Grievance Committee Department Representative, at least one Director (depending on the severity) as well as any applicable Supervisors, Managers and Translators if necessary.

Formal Investigation: A formal investigation into the matter will then be conducted, including interviews, evidence collection, and witness statements.

Resolution and Decision: After the investigation has taken place and there is a review of all the information, a decision is reached. The possible outcomes will then be communicated in a formal sit-down meeting, again with all relevant parties. These outcomes will include corrective actions, disciplinary measures, or policy changes. All of these will be communicated in the meeting and if these are changes/measures that affect the rest of the staff, they will be communicated in training or Toolbox Talks and formal meetings.

Appeals: If there is dissatisfaction with the outcome of the Grievance Resolution Process, one can make an appeal during the Grievance hearings.



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Confidentiality and Privacy

Confidentiality: Again, all employees are assured that their grievances will be handled discreetly to protect their privacy and minimise retaliation. If rumours or retaliation in any form does arise, Ecwamix will address these with the individual/s to ensure that they are stopped as quickly as possible.

Privacy: All personal information will be kept safe and discreet in sensitive files and will only be accessible by selected staff members.

Protection Against Retaliation

Non-Retaliation Policy: At Ecwamix we are committed to protecting all employees from retaliation in all its forms in the instance of filing a grievance of any nature. There will be ZERO tolerance for intimidation, threats, abuse of any nature or any other forms of retaliation regarding any grievances logged. If any staff member is found guilty of retaliating to a grievance in any way, disciplinary action will follow.

Training and Awareness

Employee Training: The Grievance Process is explained upon arrival and during the induction training process. For all current employees, training will be done and the information will also be available on the relevant notice board.

Management Training: Managers and Supervisors are trained on the company's Grievance Policy as well as handling grievances or any issues of a sensitive nature.

Record-Keeping: The records of grievances and their resolutions will be filed in a Grievance file per year and kept for 3 years. This will include any supplementing documentation and the Grievance Forms associated with each grievance.

Reporting: All grievance statistics and trends are reported to senior management in weekly or monthly meetings, depending on the frequency of arising grievances and the gravitas of their origin. These will be quantitatively measured in X number of Grievances per X amount of working hours and summarised for the management review every 6 months.

Regular Review: These Grievance Mechanisms will be reviewed every 6 months at the same time that the summary and reporting is completed.

Feedback: We will request feedback at the end of each Grievance Resolution session to see if the resolution process was satisfactory for all parties involved. This can be done anonymously through the feedback forms and a Dropbox policy.



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Communication Channels: All employees will be informed about the Grievance Mechanism through our various communication channels (e.g. employee handbook, intranet, email, Toolbox Talks).

Updates: Any employees who have logged a complaint or grievance will be updated on the status of their grievance, either verbally or in a formal update document.

Definitions and Terms

Below is a section that defines key terms and concepts used throughout the document, such as;

Grievance – A complaint, as against an unjust or unfair act.

Grievant – A person who submits a complaint for arbitration.

Respondent – A person who responds or replies to an allegation.

Mediation – To mediate and oversee two parties, hoping to reach an agreement or reconciliation.

Formal investigation – An examination and inquiry of the facts of matters arising.

Resolution – The act of determining the outcome of a situation.

Retaliation – The act of showing aggression or equal grievance towards someone based on something they have done, to seek some vengeance.

Appendices

Please see any attached documents to familiarise yourself with these and how they fit into the Grievance Process.

Contact Information

Any questions or queries can be directed to Oskar Roux either via email or telephonically:

Oskar@ecwamix.co.za or 011 472 2256

Conclusion

This document is to therefore solidify that Ecwamix is committed to a fair, respectful, and inclusive workplace where all grievances are taken seriously and addressed promptly.