



Bringing hearts and minds  
together for children

**GRIEVANCE**

**POLICY**

# POLICY STATEMENT

This document provides guidance for all staff and employees of Plan International Ltd, Plan International Inc and its subsidiaries on its Grievance procedure. It is intended to be applied as a best practice approach to ensure equitable and fair treatment for all Plan International staff. However, in addition to these standards, Plan will comply with any specific local labour laws which may be in force in-country.

We want all Plan employees to feel respected and to be given equitable and fair treatment from other Plan employees. “The aim of the Grievance Procedure is to provide a fair process for individual employees to obtain a speedy resolution to problems relating to their employment. This includes problems or concerns about work, management, working conditions, working relationships with colleagues, health and safety, new working practices, organisational change and equal opportunities.

## PURPOSE & SCOPE

The purpose of the policy is to ensure that all staff are given a fair opportunity to raise concerns over equitable and fair treatment and applies to all Plan employees.

The process set out below provides a clear and transparent framework to deal with issues which may arise as part of working relationships.

The procedure will not apply to complaints relating to the conduct of Plan staff in relation to the Code of Conduct which should be raised under the Whistle Blowing Policy

## ROLES AND RESPONSIBILITIES

### Line Managers will:

- Will ensure that a fair and objective investigation is conducted into the potential area for concern, or refer the matter to a more appropriate investigating manager if applicable;
- Complete an investigation summary report, detailing the investigation carried out, findings and recommendations for next steps;
- Involve Human Resources at each stage;
- Respect the confidentiality of the complainant and the accused;

### Human Resources will:

- Ensure that this policy is published and available to all staff so that Plan’s workforce is aware and informed;
- Provide advice, guidance and ongoing support to managers, staff and associates in relation to the policy and potential outcomes;

- Confirm any outcomes in writing to the employee;
- Participate, and provide independent investigations as required; and
- Keep abreast of any changes to local law requirements that may impact this policy or operation.

**Senior Management (incl. Regional Directors, Country Directors, and Directors) will:**

- Hear appeals as required;
- Decide, with support from Human Resources, on an appropriate outcome.

# THE PROCESS

## Informal Procedure

If you have an issue or concern about your employment, you should normally discuss it informally with your line manager and/or HR first. It is hoped that the majority of concerns will be resolved with this informal approach and at this stage. All information will remain confidential unless a criminal offence has occurred or there is a significant risk to other personnel or any of Plan’s global organisations

## Formal Procedure

Any employee who feels unable to discuss the matter informally, or if your concern has not been resolved satisfactorily through informal discussions/actions, you should follow the formal grievance procedure set out below. The HR team will provide support and advice and the oversight of the Grievance Procedure.

Step	Description
Step 1 - Written Grievance	Your grievance should be put in writing to your line manager and/or HROD and should set out the desired outcome. If your grievance relates directly to your manager, your grievance should be sent to HROD or the next-in-line manager. (A grievance should normally be raised within 3 months of the issue having arisen or the most recent incident having taken place and the Company reserves the right not to deal with a grievance if it has not been raised in a timely manner.)
Step 2 – Investigation	Will ensure that a fair and objective investigation is conducted into the potential area for concern, or refer the matter to a more appropriate investigating manager if applicable; . It may be necessary to arrange an investigation meeting with you in order to fully understand the concerns raised.
Step 3 – Meeting	A grievance meeting will be held to discuss your grievance with you. You will be given every opportunity to raise all issues with respect to the grievance you have raised. Following this meeting, and after any further investigation that may be necessary, the Company will confirm the decision in writing and explain the appeal process.
Step 4 – Appeal	If you are dissatisfied with the outcome, you may appeal in writing to HR department within five working days of receiving the Company’s response to your grievance, outlining the basis for your appeal and your desired outcome. HR will arrange for appropriate person to handle the appeal, this is normally the next level manager or Manager of equivalent or higher grade from a different area. The

	appeal will be dealt with impartially and wherever possible by a manager who has not previously been involved in the case. An appeal hearing will be arranged and a response provided to you in writing afterwards. The appeal decision will be final.
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You need to make all reasonable efforts to attend investigatory, grievance and appeal meetings. If you are unable or unwilling to attend meetings without good cause, the Company will make a decision on the available evidence available in your absence.

### **Mediation**

In most cases, it will be possible to resolve issues either through informal discussions or through the grievance procedure described above.

However, mediation may be appropriate as an alternative (or additional) process to the normal grievance process. The organisation or the employee may suggest mediation but there is no right or obligation on either party to enter into mediation and both parties must agree to mediation.

A Mediator could be either an internally or externally appointed person.

### **Companion**

You may make a reasonable request to be accompanied at a grievance meeting (including any appeal hearing) by a colleague of your choice or if locally applicable by an appropriate trade union or employee rep. The Company reserves the right to request that you choose an alternative companion if the one identified is deemed not to be a reasonable choice (for example he/she is involved in the grievance matter).

The specific role of the companion may vary depending on country and your local HR team will clarify their role at the start of any process.

It is your responsibility to ensure that your companion is willing and available to come to the meetings. If your companion cannot attend the scheduled meeting, you may propose an alternative date so long as it is reasonable. Normally, this should not be more than five working days after the original time proposed by the Company. Companions may take reasonable paid time off to accompany employees to grievance meetings.

Plan will also provide support during the process to any individual who has been accused of inappropriate conduct or behaviour.