

GRIEVANCE POLICY

PURPOSE

MECCA Brands is committed to maintaining a workplace that encourages collaboration, cooperation and communication. The purpose of this policy is to have in place a fair and consistent process for addressing and rectifying any workplace grievance that may arise, and to provide team members with an opportunity to address and resolve grievances which may be impacting on them enjoying a positive and successful work environment.

SCOPE

This policy applies to all full time, part time, fixed-term contract, and casual team members across all Australian and New Zealand stores, Support Centre and the Distribution Centre.

DEFINITIONS

Allegation is a statement by a complainant describing an alleged incident.

Complaint is an expression by a complainant of concern, dissatisfaction or frustration.

Complainant is an individual who makes a complaint.

Respondent is the individual/s against whom the complaint is made and must be provided with an opportunity to respond to the complaint.

Workplace is any premises where MECCA Brands conducts its business/operations including premises where a team member attends functions, conferences or training sessions as a representative of MECCA Brands.

REVIEW

MECCA Brands at its own discretion reserves the right to change this policy and/or related procedures in line with relevant legislation and business requirements.

POLICY

Grievance	<p>A grievance is a concern, problem or complaint over something believed to be wrong or unfair. A grievance may be a personal grievance where team members feel they personally have been treated unfairly, discriminated against, or they may not agree with a decision that has been made with regards to their personal employment conditions and status. A grievance may be a workplace grievance as a result of behaviour or actions that a team member becomes aware of which may be in breach of company policy or procedure, may be unethical or immoral behaviour, or cause personal grievance to another person.</p>
Raising a grievance	<p>Try to address the issue directly yourself If you feel comfortable doing so, you should first attempt to resolve a personal or workplace grievance, by discussing any grievance confidentially with the responsible person/s as soon as practicable after it rises.</p> <p>Refer the issue to your line manager Where you do not feel comfortable discussing the matter with the other person directly, or you have unsuccessfully attempted to resolve the problem yourself, you should refer the complaint, either verbally or in writing, to your line manager, Regional Sales Manager and/or National Sales Manager. Similarly, if you are experiencing a work-related issue that does not involve another person, you should raise this with your line manager, Regional Sales Manager, State Manager or National Sales Manager. You may be asked to provide further information or a written outline of your complaint, and your line manager may make notes of any discussions about the matter.</p> <p>Refer the issue to Talent and Culture You should refer the matter to Talent and Culture, where you:</p> <ul style="list-style-type: none"> ▪ Have a grievance against another team member, but don't feel comfortable discussing the matter with the person directly, and/or ▪ Have already raised the complaint with your line manager, Regional Sales, State or National Sales Manager but the complaint remains unresolved.
Mediation	<p>Once a grievance is raised with your manager, Regional/State/National Sales Manager and/or Talent and Culture, they will take the matter under consideration and make every effort to mutually resolve the situation to everyone's satisfaction. Mediation is a method used to resolve grievances amicably and will in most cases involve one or more discussions between you, and the team member which the grievance is with. This will be facilitated by an independent person giving both parties an opportunity to have their say and listen to the response from the other individual.</p> <p>Participation in mediation is optional, but encouraged.</p>

<p>Investigation</p>	<p>Should mediation not be appropriate or be unsuccessful, the grievance will be formally investigated. The Talent and Culture team will conduct the investigation or appoint an external investigator. Typical steps in an investigation include:</p> <ul style="list-style-type: none"> ▪ Interview with the complainant ▪ Notify and interview the respondent ▪ Interview other people who may be directly involved ▪ Interview any witnesses ▪ Re-interview any person for further information ▪ Gather information or other supporting evidence ▪ Make findings ▪ Determine next steps or management actions ▪ Monitor the workplace and take necessary action ▪ Conduct a formal review or follow up <p>Support person The complainant and the respondent may each have a support person present during their interview for the purpose of supporting them through this process. A support person cannot act as an advocate during the meeting nor can they answer questions on behalf of the complainant or respondent.</p> <p>Witnesses During the investigation MECCA may need additional information to reach a fair decision and to ensure that all team members are treated justly. In these instances, witnesses with valuable information and/or evidence may provide a witness statement around the incident.</p> <p>Procedural fairness The grievance resolution process will be impartial. Both parties will have a chance to tell their side of the story and the respondent will be treated as innocent until such time as the complaint is established. The substance of the claim will be put to the respondent and they will be given the opportunity to respond. No assumptions will be made and no action will be taken until all relevant information has been collected and considered. All complaints will be dealt with as quickly as practically possible.</p>
<p>Resolution</p>	<p>After the investigation is complete, and findings have been made (where required), a resolution of the matter will be determined by MECCA Brands.</p> <p>Details of the resolution will be recorded in writing and a copy provided to the complainant and the respondent. There are many possible options for resolution, including one or more of the following:</p> <ul style="list-style-type: none"> ▪ Ongoing monitoring of the situation by a line manager ▪ Coaching or training/education ▪ A formal apology ▪ Mediation between the person/s facilitated by an independent person, where both parties agree to participate

Resolution (cont.)	<ul style="list-style-type: none"> If a grievance brings to light a breach of company policy and/or procedure, the process may result in formal disciplinary action in line with the Performance and Conduct Policy.
Escalation of complaint	<p>If the response received from the Talent and Culture team is not satisfactory, you may request the matter to be reviewed by a member of the MECCA Brands Leadership Team. Such a request needs to be made in writing and submitted to the Talent and Culture team initially along with the names of two Leadership Team members that you would ideally like to conduct the investigation of the escalated complaint.</p> <p>We will make every effort to allocate the escalated complaint to one of the two requested Leadership Team members but we reserve the right to appoint any Leadership Team member that we think is suitable and appropriate.</p> <p>Following this investigation and discussion, the appointed Leadership Team member shall give an answer. This answer shall be binding and final.</p>
Grievance against you	<p>Where a grievance has been raised against you, you must actively participate in all discussions that take place for the purpose of resolving such grievances.</p> <p>Where you are approached by another team member with a grievance, you should openly listen to their grievance and attempt to explain your behaviour or actions so that the matter can be resolved.</p> <p>You must approach a grievance resolution process with an open mind by considering that your behaviour may have contributed to the grievance occurring, and you must be willing to accept that you may need to alter your behaviours or actions to resolve and eliminate the grievance.</p>
Duty of care obligations	<p>Both you and the company have duty of care obligations which means that a grievance you become aware of which may be putting one or more persons' health and/or safety at risk, must be reported to the Talent and Culture team or your line manager, and corrective action must be taken to eliminate such risk to health and safety. Failure to report or address such risk to a person's health and/or safety is in breach of company policy and procedure as well as Workplace Health and Safety Legislation and may result in disciplinary action up to and including termination of employment.</p>
Vexatious complaints	<p>A vexatious complaint is a grievance which MECCA Brands considers is:</p> <ul style="list-style-type: none"> Instituted or pursued without reasonable ground Initiated to harass or annoy, to cause delay or detriment, or for any other inappropriate purpose An abuse of process

Vexatious complaints (cont.)	Disciplinary action may be taken against any person who makes a complaint which is vexatious.
Victimisation	<p>Victimisation occurs when an individual who has made a complaint in good faith suffers a negative consequence from MECCA Brands or any person on behalf of MECCA Brands as a result of raising that complaint. It may also be referred to as 'detrimental action'.</p> <p>A complainant, witness, individual providing information, or support person will not be disadvantaged in their role with MECCA Brands for making a complaint (where the complaint has been made in good faith) or being involved in an investigation.</p> <p>Examples of victimisation or detrimental action include ostracising, demoting or dismissing a person.</p> <p>Victimisation/detrimental action may be regarded as serious misconduct and will be treated in line with the Performance and Conduct Policy and it may result in disciplinary action up to and including termination of employment.</p>
Confidentiality	The complainant, respondent, witnesses and any other interviewee must keep all aspects of their participation in the investigation confidential. The MECCA Brands decision maker may disclose information as required to obtain any legal or other assistance or advice which may be relevant for the purposes of conducting and determining the investigation.
EAP	MECCA Brands provides a free, confidential and independent Team member Assistance Program (EAP) to all team members. We encourage you to use the confidential EAP to seek professional counselling on any work related or non-work related matter. EAP services are provided by Acacia. They can be contacted on: Australia 1300 364 273, or New Zealand 0800 000 657.
Reporting Breaches of this Policy	Any breach of this policy should be reported immediately to the Talent and Culture team.
Consequences of Breaching this Policy	Any breach of this policy may result in disciplinary action up to and including termination of employment.
Related Documents	<ul style="list-style-type: none"> ▪ Vision, Purpose & Values ▪ Performance & Conduct Policy ▪ Honesty Policy ▪ Discrimination, Bullying & Harassment Policy ▪ The Code of Conduct