



GRIEVANCE POLICY

REF:	CPOL14
ISSUE:	01
DATE:	01.06.2025

1. Policy Statement

This policy is designed to help employees if and when problems occur. Grievances may be concerned with a wide range of issues, including the allocation of work, your working environment or conditions, the opportunities that you have been given for career development or the way in which you have been managed.

2. Scope

This policy covers all employees within Cathodic Protection. This policy does not form part of employees' terms and conditions of employment and may be subject to change at the discretion of the management.

3. Informal Process

The Company believes that all employees should be treated fairly and with respect. If you are unhappy about the treatment that you have received or about any aspect of your work, you should discuss this with your director who will attempt to resolve the situation on an informal basis. If you feel unable to approach your director directly, you should approach another Senior Colleague, who will discuss ways of dealing with the matter with you.

Where attempts to resolve the matter informally do not work, it may be appropriate for you to raise a formal grievance under this procedure. A formal grievance should be concerned with the way in which you believe you have been treated by the Company or directors acting on its behalf, colleagues or about any aspect of your work. If your complaint relates to bullying or harassment on the part of a colleague, the matter should be dealt with under the Dignity at Work and Equal Opportunities Procedure. Complaints that amount to an allegation of misconduct on the part of another employee will also be investigated and dealt with under the disciplinary Policy.

4. Disciplinary Process

Complaints that you may have about any disciplinary action taken against you should be dealt with as an appeal under the Disciplinary Policy.

Grievances raised while you are subject to disciplinary proceedings will usually be heard only when the Disciplinary Process has been completed. Insofar as a grievance has any bearing on the disciplinary proceedings, it can be raised as a relevant issue in the course of those proceedings.

5. Right to be accompanied

You have the right to be accompanied by a fellow worker or trade union official at any Grievance Meeting or subsequent Appeal Meeting.

The trade union official need not be an employee of the Company, but if they are not a fellow worker or an employee of their union, the Company may insist on them being certified by the union as being experienced or trained in accompanying employees at Grievance Meetings.



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The choice of companion is a matter for you. Please note that individual workers are not obliged to agree to accompany you. Companions will be given appropriate paid time off to allow them to accompany colleagues at a Grievance Meeting or Appeal Meeting.

At any Grievance Meeting or Appeal Meeting, your chosen companion will be allowed to address the meeting, respond on your behalf to any view expressed in the meeting, and sum up the case on your behalf. However, both the Grievance and Appeal Meeting are essentially meetings between the Company and you, so any questions put directly to you should be dealt with by you and not your companion.

Where the chosen companion is unavailable on the day scheduled for the meeting or appeal, the meeting will be rescheduled, provided that you can propose an alternative time within five working days of the scheduled date.

6. Recording of meetings

The Company may permit the meeting to be recorded electronically. Where the Company permits the meeting to be recorded electronically, it will take responsibility for making the recording.

7. Data Protection

The Company processes personal data collected during informal complaints and the formal Grievance Procedure in accordance with its Data Protection Policy. In particular, data collected as part of informal complaints and the Grievance Procedure is held securely and accessed by, and disclosed to, individuals only for the purposes of responding to the complaints or conducting the Grievance Procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Company's Data Protection Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Company's Disciplinary Policy.

8. Grievance Procedure

The Company recognises that a formal Grievance Procedure can be a stressful and upsetting experience for all parties involved.

Everyone involved in the process is entitled to be treated calmly and with respect. The Company will not tolerate abusive or insulting behaviour from anyone taking part in or conducting Grievance Procedures and will treat any such behaviour as misconduct under the Disciplinary Procedure.

a. Making the complaint

The first stage of the Grievance Procedure is for you to put your complaint in writing. This written statement will form the basis of the subsequent meeting and any investigations, so it is important that you set out clearly the nature of your grievance and indicate the outcome that you are seeking. If your grievance is unclear, you may be asked to clarify your complaint before any meeting takes place.

Your complaint should be headed "Formal grievance" and sent to a director. If your complaint relates to the way in which you believe your director is treating you, the complaint may be sent to a Senior Colleague.



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Further attempts may be made to resolve the matter informally, depending on the nature of your complaint. However, if you are not satisfied with the outcome, you may insist on the matter proceeding to a full Grievance Meeting.

Before proceeding to a full Grievance Meeting, it may be necessary to carry out investigations of any allegations made by you, although the confidentiality of the grievance process will be respected, wherever possible. If any evidence is gathered in the course of these investigations, you will be given a copy long enough in advance of the meeting for you to consider your response. In exceptional circumstances, the evidence given by individuals may have to remain confidential. Where confidentiality is necessary, this will be explained to you and an appropriate summary of the evidence gathered will be given to you.

b. The Grievance Meeting

The meeting will be held as soon as is reasonably practicable and, subject to any need to carry out prior investigations, within five working days of the receipt of your written complaint. It will be conducted by an appropriate Director and may be attended by another Senior Colleague. At the meeting, you will be asked to explain the nature of your complaint and what action you feel should be taken to resolve the matter. Where appropriate, the meeting may be adjourned to allow further investigations to take place.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your manager as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the meeting may take place in your absence.

While you will be given every opportunity to explain your case fully, you should confine your explanation to matters that are directly relevant to your complaint. Focusing on irrelevant issues or incidents that took place long before the matters in hand is not helpful and can hinder the effective handling of your complaint. The manager conducting the meeting will intervene if they think that the discussion is straying too far from the key issue. The manager may also intervene to ensure that the meeting can be completed within a reasonable timeframe, depending on the nature and complexity of your complaint.

Following the meeting, you will usually be informed in writing of the outcome within five working days and told of any action that the Company proposes to take as a result of your complaint.

If you are dissatisfied with the outcome, you may make a formal appeal.

c. Appeal

Your appeal should be made in writing to the HR Department. You should clearly state the grounds of your appeal, i.e. the basis on which you say that the result of the grievance was wrong or that the action taken as a result was inappropriate. This should be done within five working days of the written notification of the outcome of the grievance. An Appeal Meeting will be arranged to take place within five working days of the submission of your formal appeal, wherever possible.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform the manager of this as soon as possible. If you fail to attend without explanation, or if it

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appears that you have not made sufficient attempts to attend, the meeting may take place in your absence.

The Appeal Meeting will be conducted a more senior manager wherever possible, who will consider the grounds that you have put forward and assess whether or not the conclusion reached in the original Grievance Meeting was appropriate.

Following the Appeal Meeting, you will be informed of the outcome within seven working days, wherever possible. The outcome of this meeting will be final.

9. Collective Grievances

If you and another employee or other employees have identical grievances and you all wish them to be addressed in the same grievance process, you and your colleagues can raise a grievance via this Collective Grievance Procedure.

You and all your colleagues raising the collective grievance must agree, without any pressure being exerted on staff members to join the collective process, to do this. You and your participating colleagues will be entitled to only one Grievance Meeting and where applicable only one Appeal Meeting. You and your participating colleagues will be notified individually of the outcome at each stage of the process. If you and your colleagues do not entirely voluntarily agree to this arrangement or if your grievances are not identical, the Company will arrange to hear your grievances using the Company's Grievance Procedure on an individual basis.

If you and your colleagues are all members of the same trade union, your trade union representative can raise the grievance on your behalf. Alternatively, you and your colleagues will be asked to nominate one of you to act on behalf of all of you.

The first stage of the Grievance Procedure is for you and your colleagues to put your complaint in writing. This written statement will form the basis of the subsequent meeting and any investigations, so it is important that you set out clearly the nature of your grievance and indicate the outcome that you are seeking. If your grievance is unclear, you may be asked to clarify your complaint before any meeting takes place.

Your complaint should be headed "Formal Collective Grievance" and sent to the HR Department. Your grievance can be submitted on one document, but it must:

- Identify you and each of your colleagues who wish to raise the grievance;
- Identify any nominated trade union representative or colleague to represent you all;
- State that you have all voluntarily consented to use the Collective Grievance Procedure; and
- Confirm that you understand that the grievance will give each of you the right to only one Collective Grievance Meeting, one identical outcome and where applicable one Appeal Meeting and one identical appeal outcome.

a. The Grievance Meeting

The meeting will be held as soon as is reasonably practicable and, subject to any need to carry out prior investigations, within five working days of the receipt of your written complaint. It will be conducted by an appropriate manager and attended by a HR representative. At the meeting, you and your colleagues will be asked to explain the nature of your complaint and what action you feel should be taken to resolve the matter. Where appropriate, the meeting may be adjourned to allow further investigations to take place.



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While you will be given every opportunity to explain your case fully, you should confine your explanation to matters that are directly relevant to your complaint.

Following the meeting, you will be informed in writing of the outcome within seven working days and told of any action that the Company proposes to take as a result of your complaint.

If you and your colleagues are dissatisfied with the outcome, you may make a formal appeal.

b. Appeal

Your appeal should be made in writing to the HR Department. You should clearly state the grounds of your appeal, i.e. the basis on which you say that the result of the grievance was wrong or that the action taken as a result was inappropriate. This should be done within five working days of the written notification of the outcome of the grievance. An Appeal Meeting will be arranged to take place within five working days of the submission of your formal appeal, wherever possible.

If, following the grievance outcome, some employees are satisfied with the outcome and do not wish to proceed to an appeal, the request for an appeal should clearly identify those withdrawing from the process and those wishing to pursue the appeal. If only one employee wishes to pursue the appeal, the Company's normal Grievance Procedure will apply to the appeal.

Following the Appeal Meeting, you will be informed of the outcome within five working days, wherever possible. The outcome of this meeting will be final.

10. Mediation

It may be appropriate for the matter to be dealt with by way of mediation, depending on the nature of your grievance. This involves the appointment of a third-party mediator, usually someone from HR, who will discuss the issues raised by your grievance with all of those involved and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance agree.

The Company supports employees to develop positive working relationships with colleagues, recognising that a constructive work environment enhances employee performance and wellbeing.

When disagreements and disputes occur between colleagues, they should in the first instance seek to resolve the issues themselves. Where they are unable to do so and relationships break down, or are at risk of breaking down, mediation can be used to resolve the issues and re-establish working relationships.

Mediation is an informal, confidential process whereby parties that are in dispute have the opportunity to have an open and honest discussion about their situation. The role of the mediator is to remain impartial while supporting the parties equally to find their own solutions to the issues. Mediation is voluntary and will take place only where all parties involved in the dispute agree to it.

When mediation may be used

Mediation is an informal option that is available in addition to the Company's formal Grievance and Disciplinary Procedures. If a grievance process has been initiated and the parties opt to



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try mediation, the Company may suspend the Grievance Process. If mediation does not resolve the dispute, the Grievance Process will be reinstated.

Mediation may be used:

- At any stage of a dispute, including before a formal Grievance or Disciplinary Procedure is initiated and after a formal procedure has concluded to support the parties in rebuilding their working relationship;
- To address a wide range of interpersonal issues, including communication problems, differences in working style, relationship breakdowns, personality clashes, perceived bullying and harassment; and
- To resolve conflict between peers, or between a manager and his/her team member, or other work relationships where there is not a major power differential between the parties.

Name: Chris Martin

Position: Managing Director

Date: 01.06.2025