

20 Employee Grievance Redressal Policy

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Policy Owner	Chief Human Resources Officer
Function	HR & Admin
Approver	Managing Director
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Objective:

In the present scenario of competition, employees are the assets of the Company. For efficient working and smooth functioning of a Company, it is important to see to the problems of the employees and create a healthy environment with a good working culture. The Company believes not only to recruit more and more staff but also to retain them for longer duration towards the success of the Company. We have come up with lots of initiatives that are oriented to provide a better complaint redressal mechanism whenever any sort of grievance arises against the Company or any staff.

Scope:

A complaint lodged verbally by an employee will be treated as a grievance. However, a grievance will be regarded as formed when the dissatisfaction is given in writing. Such disputes, which are of a reasonable magnitude arising out of ill feelings by an employee or group of employees, may be regarded as grievances. The feeling of injustice may be related to wages, mode of payment, leave, transfer, positions, promotion, and treatment by superiors, interpretation of the code of conduct, or even the food supplied in the canteen.

The idea of framing the policy in the Company is to solve the problem and the complaints of the staff. In this policy, every staff member has the right to express his/her grievance and there is a procedure to be followed. The policy has been formulated considering the following:

Employees are always treated fairly.

Complaints raised by employees are dealt with courteously and on time.

All complaints are dealt with fairly and efficiently.

Grievance Redressal:

Grievance is nothing but dissatisfaction of an employee and which has one or more of the following characteristics:

- It may be unvoiced or expressly stated by an employee.
- It may be written or verbal.
- It may be valid and legitimate, untrue, false, or ridiculous.



- d. It may arise out of something connected with the organization or work.
- e. An employee feels that an injustice has been done to him.

Adverse effects of grievances:

- a. Most grievances seriously disturb the employees. This may affect their morale, productivity, and willingness to work with the Company resulting in to increase in attrition.
- b. Grievances may affect adversely the client relationship.
- c. Effective implementation of the grievance process serves as an outlet for employee gripes, discontent, and frustrations.
- d. It creates a bad image and affects the goodwill of the company adversely.

Objective having a systematic Grievance Redressal Process:

- a. The top management becomes increasingly aware of employee problems and exceptions.
- b. It helps the Company in forming a strategy based on the classification of grievances to address the Issues effectively and efficiently.
- c. Ensures satisfaction and efficiency at the employee level.
- d. Ensure reduction in attrition and work as one of the effective tools for employee engagement.
- e. Ensures increasing productivity and reduces absenteeism.
- f. Create trust factor in the mind of employees and increase bonding with the Company.
- g. Helps the Company to create an image of “CARING” Company and increases its goodwill in the market.

General Reasons for Grievances of Employees:

- i. Demands for wage adjustment.
- ii. Complaints about the incentive system
- iii. Dissatisfaction about the offered job
- iv. Complaints against superiors
- v. Complaints concerning disciplinary measures and procedures.
- vi. Complaints about work procedures to be followed.
- vii. Frequent overtime due to absenteeism
- viii. Dissatisfaction due to wrong salary/ OT calculations/Arrears
- ix. Transfer to other Units/sites.
- x. Complaints due to shift rotation
- xi. Inadequacy of safety and health services/devices
- xii. Non-availability of enough material
- xiii. Improper job deployment
- xiv. Undesirable or unsatisfactory working conditions
- xv. Non-Issuance of uniform/shoes on time
- xvi. Non-Issuance of ID card
- xvii. Non-Issuance of uniforms/shoes in replacement
- xviii. Quality of shoes/uniforms
- xix. Non-Issuance of ESIC number/ Card
- xx. Delay in settlement of PF.
- xxi. Delay in payment of Referral amount.
- xxii. Promotions to co-employees

Levels of Grievance Redressal:



Level 1	Immediate Supervisor / Unit In-charge
Level 2	FE / Manager
Level 3	HR / Regional Manager
Level 4	CHRO/ HOD/ Business Head
Level 5	CEO

Role of HR in Grievance Redressal Process:

Under the grievance handling process, the HR Representative shall visit the sites in their respective region a minimum of once a quarter depending upon the size of the region.

The HR Leads shall prepare the visit calendar for every quarter and submit it to the Branch/ Regional Head in advance. The sites shall be classified in A, B & C analysis and accordingly distributed between the HR teams in each branch.

The report of every site shall be forwarded to the Branch HR Lead. The Branch HR Lead shall forward the reports to the Branch/ Regional Head and Segment Head.

This HR activity is one of the KPIs for all HR Representatives across branches and shall be considered for measuring performance at the time of review. Also, this is a joint KPI of Branch/ Regional Managers and HR and failure in site management from Branch HR will be considered to be non-performance on their part as well.

Responsibilities of HR Representative:

1. To visit the site as per prefixed and approved schedule
2. To check grievances, register on-site during the site visit.
3. To communicate with all site employees and to register their grievances.
4. To inform employees about the escalation matrix and grievance helpline.
5. To inform employees about the company updates, Company Policies, and welfare measures available.
6. To promote the Referral scheme.
7. Confirm the effective implementation of the grievance procedure by the Unit Lead/Unit Manager at the site.
8. Collect the information mentioned in the grievance register and segregate the grievances as per nature.
9. Reporting grievances through site visit report along with action plan and status.
10. To forward the grievances related to other functions to the respective dept./functional heads and ensure the closure by using a feedback mechanism.
11. The HR Lead of the Branch shall maintain the trial balance of the grievances received, resolved, and carried forward for the respective branch to the HR Lead / Branch/ Regional Head in the prescribed format (MIS).
12. Submission of consolidated monthly report of grievances Pan India by CHROs to Business Heads and CHRO.
13. Corporate HR shall use the collected data for deciding the effectiveness of the process in terms of retention and shall strategize further action plans at the regional level or country level.

Process for Grievance Recording and Redressal:

Level I:



Every Unit/site across India and every branch office should maintain the grievance register. Every site in charge/ Supervisor shall encourage the site employees to record their grievances in the register. While registering the grievance, the aggrieved employee should also put the date in the register. On registering the grievance, the site supervisor/ Unit In-charge should resolve the said grievance at the site within 48 hours (working days) from the time the grievance has been recorded in the register. In case the grievance is resolved, the Site In-charge should record his remark in the register and the aggrieved employee shall put his signature to give confirmation of the same.

Level II:

In case the Site In-charge cannot resolve the grievance within the stipulated time, or the grievance resolution is beyond his control, the same shall be escalated to the level of Regional Manager or Operations Manager. The Regional Manager/ Operations Manager shall involve the department required to resolve the grievance of an employee or group of employees.

Level III:

In case the Regional Manager/ Operations Manager can't resolve the grievance at their level within the stipulated time frame they should escalate the grievance to the level of Branch HR/Regional/ Branch Head. The time frame given by the Branch HR/Regional/ Branch Head is 96 hours (working days). They shall resolve or communicate back to the Operations Manager or Site In-charge about the time required to resolve the said grievance. In case the grievance is not realistic the HR Representative must communicate with the aggrieved employee without fail and the same shall get recorded in the grievance register.

Level IV:

In case the Regional Manager / HR Manager can't resolve the grievance within the stipulated time, the same shall get escalated to the level of CHRO/ Business Head in the Corporate Office. The CHRO shall immediately take corrective measures by discussing the Issue with the Business Head or any other Department Head required to resolve the Issue and communicate back to the Branch Head/Branch HR Lead. The time frame given to the CHRO or Business Head is 07 working days.

Level V (Final):

In case the grievance is not resolved within the stipulated time, the CHRO/ Business Head shall escalate the same to the level of Chief Executive Officer (CEO). The CEO along with the Board of Directors shall discuss the Issue and should give his final decision within 48 hours from the time of escalation. Whenever an Issue/grievance is being escalated to the CEO, it is expected that the CHRO/Business Head should have all the facts of the Issue well studied and documented to make it easy for the Board of Directors to conclude.

Guidelines while resolving Grievances for Supervisor / Unit In-charge/ Operations Manager / HR Manager:

1. Get the Facts:

- a. Review the record.
- b. Talk with individual concerned. Also give them good and full hearing.
- c. Determine if there were any witnesses.
- d. Get opinions and feelings from the concerned.
- e. Examine the aggrieved employee's record.



- f. Fully examine prior personal records
 - g. Be sure you have the full story.
- 2. **Weigh and Decide:**
 - a. Fit the facts together; consider their bearing on each other.
 - b. Determine alternative possible actions.
 - c. Check with Policies and Practices
 - d. Consider objectives and effects on individual, group, operation, and client.
 - e. Hold grievance discussion privately.
 - f. Don't jump to conclusions.
- 3. **Take Action:**
 - a. Decide an appropriate authority for taking action.
 - b. Take help from superiors if required.
 - c. Watch the timing of your action
 - d. Do not pass the buck
- 4. **Check Results:**
 - a. Review the result/reaction of the action in terms of solving the problem.
 - b. Watch out the changes in output, attitude, and relationships.
 - c. Review the improvement of service operations.

Handling of Reported Concerns:

The Compliance Officer will acknowledge receipt of each reported Concern within five business days, but only to the extent the reporting person's identity is disclosed or a return address is provided. All reports will be promptly investigated; the scope of any such investigation being within the sole discretion of the Management Committee, and appropriate corrective action will be taken if warranted by the investigation.

A quarterly report with the number of complaints received under the policy and their outcome shall be placed before the Management Committee and the Board.

The Management, may its discretion, reviews this policy periodically and makes modifications as necessary from time to time.

