

# AGRI FINANCE FACILITY (PTY) LTD

## GRIEVANCE POLICY

Version 1.0 | 1 October 2025

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### 1. Introduction and Purpose:

It is in the mutual interest of Agri Finance Facility (Pty) Ltd (AFF) and its employees to set up and maintain a grievance procedure which is capable of solving employee dissatisfaction. The intention is that grievances must be resolved:

- a. as speedily as possible; and
- b. as close as possible to the source of origin.

A grievance for the purposes of this procedure is any dissatisfaction / feeling of injustice in connection with an employee's work and employment situation that is formally brought to the attention of the AFF management.

### 2. Grievance Procedure Implementation

The procedure sets out to resolve individual grievances, or a collective grievance, which relates to a common problem. Grievances of a collective nature that may lead to collective bargaining and/or joint consultation should be dealt with in terms of appropriate procedures established for those purposes. In instances of a collective complaint, the aggrieved parties shall nominate no more than 2 representatives to act on behalf of the group.

Grievances should be resolved at the lowest possible level. The overriding principle which applies is that any grievance that cannot be settled at one level, is referred to the next management level.

There will be no victimisation of or prejudicial action against any employee using this procedure.

Normal earnings will be paid to employees in respect of the time spent in meetings with management to resolve grievances.

It should be the intention of all parties to attempt to resolve all grievances initially "in-house".

### 3. Stages of the Procedure:

#### 3.1 Stage 1: The Informal Stage – Grievant and immediate senior:

At this stage any employee with a complaint must speak to his/her immediate senior within 7 days of the complaint arising. There should be an attempt by the immediate senior to resolve the grievance informally within three working days. The immediate senior should:

1. ensure that the discussion takes place privately;
2. listen to the employee and clarify exactly what the problem is;
3. in consultation with the employee, identify the desired solution;

4. avoid making personal comments about the grievance;
5. investigate the problem further if necessary;
6. advise the employee when he/she will come back to him/her (if necessary);
7. go back to the employee with his/her findings within reasonable time.

If the complaint is resolved, the matter need proceed no further. As the emphasis at this stage is on attempting to resolve the issue through informal discussion, it is not necessary to have anything in writing.

If the complaint is not resolved to the satisfaction of the complainant OR if the complaint is against the employee's immediate senior, then he/she can raise the matter as a formal grievance, as set out below:

### **3.2 Stage 2: Formal Grievance – Grievant and senior's manager:**

If stage 1 failed to resolve the problem, the employee must initiate formal steps putting his/her version of the complaint in writing. For this purpose a **Grievance Form** (Annexed to this policy) must be filled out and submitted within three working days of further complaint or decision to initiate a formal grievance, to the next management level. If there is no further level, this must be submitted to a member of executive management. The accountable manager will ensure that the form is dated and signed immediately on receipt of it, and that a date for the grievance discussion is set within 3 working days, unless all parties consent to a postponement.

At the meeting, the employee is entitled to have a representative from the Company accompany him/her and, if necessary, an interpreter.

The manager chairing the meeting must:

1. Clarify what the problem is;
2. Ask questions i.e. were there witnesses?
3. Ask the employee how he/she wants the problem solved;
4. Summarise and investigate the problem in terms of the facts and feelings involved;
5. Set a date to come back to employee;
6. Question witnesses separately and not at Grievance Meeting;
7. Inform the employee of the findings on the agreed date, preferably verbally and in writing.

***Full minutes of the meeting must be kept and signed by all present within 2 days of the meeting.***

If the manager chairing the meeting finds that no attempt was made by the employee to discuss the complaint with his/her immediate senior, he/she must refer the matter back to the immediate senior to be resolved on that level. Only if it cannot be resolved by the immediate senior, will the grievance go to the next level.

### **3.3 Stage 3: Formal Grievance 2 - Grievant and relevant senior manager or Directors**

If the grievance has not been settled, or if the agreement made at the grievance hearing is not kept, the employee can take the grievance one step further.

To do this, the **Grievance Form** must be completed by the complainant and submitted to the grievant's most senior line of management such as the directors of the Company. This must be done within 3 working days of the meeting, or within 3 days of the further transgression of the agreement. The accountable manager who will chair the grievance meeting will be the senior's manager or should the circumstances require it, an external impartial mediator.

The chairperson will then look into the grievance and clarify the previous accountable manager's decision. A Grievance Meeting will be set up within 3 working days of receipt of the form, or at a time mutually agreeable to all.

At the meeting, the employee has the right to be represented by any employee of the Company. The chairperson will guide the proceedings **with the intention of attempting to lead the employee and the manager to resolve the grievance to the satisfaction of all parties involved**, following the same procedure in Stage 2.

The chairperson will then present his/her findings and recommendations within 2 days of the hearing. **At this stage his/her decision will be final.** He/she will then record his/her findings in writing. Once this has been done, all parties concerned will be asked to sign the form. Should any party refuse to sign the form, a witness can be asked to record that fact and that the findings were presented to him/her.

### 3.4 Stage 4 – External Dispute process:

If the grievance is still not resolved to the satisfaction of the grievant, he/she may declare a dispute with the Company through the CCMA.

## 4. Policy Review and Continuous Improvement

- a. This ESG Policy will be reviewed **annually** or as required by legal, or regulatory requirements.

### Approved by:

Board of Directors

Agri Finance Facility (Pty) Ltd

**Date of Approval:** 31 October 2025

**Next Review Date:** 21 September 2026

**GRIEVANCE FORM**

(Original to be submitted to direct superior)

Aggrieved employee: \_\_\_\_\_

Date: \_\_\_\_\_

Employee  
Representative: \_\_\_\_\_

Immediate superior: \_\_\_\_\_

**REASON FOR GRIEVANCE:**

\*describe the reason for grievance

**DESIRED OUTCOME:**

\*describe the desired outcome

\_\_\_\_\_  
**SIGNATURE-EMPLOYEE**

\_\_\_\_\_  
**DATE**

\_\_\_\_\_  
**MANAGER**