

**Policy statement**

Safaricom PLC recognizes that from time to time employees may wish to seek redress for grievance relating to their employment.

Safaricom's policy is to encourage cordial relationship between employees and their managers to ensure that questions, problems, and/or grievances arising during employment can be aired and resolved quickly, fairly and consistently throughout the Company, to the satisfaction of all concerned.

**Policy Objective**

The purpose is:

- To provide aggrieved employees with a mechanism through which their grievances are addressed.
- To ensure that employees are given a fair hearing by their manager concerning any grievance they may have; and to give them the right to appeal to a more senior manager if they believe their grievance has not been adequately addressed.
- To ensure that employees' performance is not hampered due to unresolved differences and that a conducive working environment is maintained, one in which all employees can realize their full potential.

**Definition**

A grievance can be defined as a feeling of personal injustice and/or unfair treatment, whether real or perceived, which causes resentment and impacts negatively on performance.

**Area of Application**

The procedure will be applicable to

- All Safaricom PLC Staff
- All Divisions/Sections/departments
- All Contractors

**Procedure**

The grievance procedure is intended as the tool by which a member of staff may formally have a grievance, regarding any condition of their employment, heard by the management of the Company. The aggrieved employee has the right to representation by a work colleague.

In the event of a member of staff wishing to raise a grievance, it is preferable for the grievance to be satisfactorily resolved as close to the individual and their line manager as possible. It is understood however that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve the Company's employees.

Time scales have been fixed to ensure that grievances are dealt with quickly, however these may be extended if it is agreed upon by both parties.

This procedure is not intended to deal with:

1. Dismissal or disciplinary matters which are dealt with in a separate procedure.
2. Disputes, which are of a collective nature and which are dealt with in a separate procedure.

### **Using Mediation**

An independent internal third party or mediator can sometimes help resolve grievance issues before it is necessary to invoke the formal procedure. Mediation is a voluntary process where the mediator helps two or more people in dispute to attempt to reach an agreement. Any agreement comes from those in dispute, not from the mediator. The mediator is not there to judge, to say one person is right and the other wrong, or to tell those involved in the mediation what they should do. The mediator oversees the process of seeking to resolve the problem but not the outcome.

Mediation is not part of Safaricom's formal grievance procedure. However, if both parties agree to mediation, then the grievance procedure can be suspended in an attempt to resolve the grievance through that route. If mediation is not successful, then the grievance procedure can be re-commenced.

### **Effective date:**

Dec 2018. This policy is in operation until revoked or modified.