



Angard Staffing Grievance Policy

Angard Staffing Ltd (Angard) supports employees who need to raise a genuine work-related complaint or concern to do so in a positive and constructive way. This policy outlines Angard's process for dealing with grievances, including concerns regarding Bullying and Harassment.

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A. Overview

This policy applies to all employees working for Angard.

This policy is effective from 14th October 2025.

This policy does not form part of contracts of employment. Angard reserves the right to amend this policy from time to time.

B. Policy Statement

Angard recognises that from time to time, some employees may encounter genuine work-related concerns that they wish to remedy. The aim of this policy is to provide a framework through which genuine grievances may be raised and addressed.

Angard believes that many workplace issues can be resolved through discussion and informal resolution should be attempted in the first instance, where possible.

If informal resolution is not appropriate or successful in resolving the concern, then it may be appropriate to raise a concern.

C. Check first: Which policy to use?

For cases relating to concerns about serious wrongdoing within Angard or Royal Mail Group e.g., fraud, health and safety or illegality, please see the Angard Whistleblowing Policy.

For cases relating to bullying, harassment, or complaints or concerns e.g., physical, or verbal abuse or work-related issues the employee should use this Grievance Policy (see below definitions of grievance, bullying and harassment).

D. Definition of a grievance

A grievance is a genuine concern, problem, or complaint that an employee has about their work or employment. An employee with a grievance should raise it promptly so that the issue can be considered, investigated, addressed and, if possible, resolved. It is in everyone's interest to resolve problems as early as possible to prevent them from developing into major difficulties for all those concerned.

Grievances can vary from minor day-to-day issues (for example concerns over holiday requests being denied) to more serious matters (such as allegations of discrimination).

It is essential for personnel handling grievances on behalf of Angard to remember that for the employee, every problem raised can be a serious concern for them and should be handled sensitively.

E. Definition of harassment

Harassment is any unwanted physical, verbal, or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident can amount to harassment. This includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.

Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex, or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.

Harassment may include, for example:

- i. unwanted physical conduct or "horseplay", including touching, pinching, pushing, and grabbing
- ii. unwelcome sexual advances or suggestive behaviour (which the harasser may perceive as harmless)
- iii. offensive communications; e-mails, text messages or social media content
- iv. mocking, mimicking, or belittling a person's disability or other protected characteristic

A person may be harassed even if they were not the intended "target". For example, a person may be harassed by racist jokes about a different ethnic group if the jokes create an offensive environment.

F. Definition of bullying

Bullying is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority but can include both personal strength and the power to coerce through fear or intimidation. Bullying can take the form of physical, verbal, and non-verbal conduct. Bullying may include, by way of example:

- i. physical or psychological threats
- ii. overbearing and intimidating levels of supervision
- iii. inappropriate derogatory remarks about someone's performance
- iv. offensive or humiliating communications; e-mails, text messages or social media content

Legitimate, reasonable, and constructive criticism of an employee's performance or behaviour, or reasonable instructions given to employees in the course of their employment, will not amount to bullying on their own.

G. Guiding Principles

Angard is committed to:

- i. Taking grievances seriously and dealing with them in a timely manner
- ii. Carrying out investigations, where appropriate, to establish the facts
- iii. Acting consistently and fairly
- iv. Treating all employees with dignity and respect
- v. Resolving grievances informally where appropriate and possible

H. Expectations

It is the employee's responsibility to:

- i. Understand and follow this policy
- ii. Raise any concerns and issues they have in good faith and in an appropriate and timely way
- iii. Resolve issues informally through discussion, where possible
- iv. Participate with the investigation in a timely manner, should you not fully engage in the process as required this may result in the concern being withdrawn and closed

It is Angard's responsibility to:

- i. Understand and follow this policy
- ii. Communicate the options available for employees to raise concerns
- iii. Take any grievances seriously and take appropriate measures to consider, investigate and resolve any issues
- iv. Treat all employees fairly and with dignity and respect

This policy prohibits:

- i. Retaliation against an employee who raises a grievance in good faith
- ii. Deliberately false or fictitious complaints, considered to be raised in bad faith
- iii. Breaching confidentiality: You must not discuss your case with individuals other than the case manager or your support colleague. This is to maintain a fair process with credible witnesses that have not been influenced and to protect those involved from reprisal.

Breaches of the above could lead to formal disciplinary action, up to and including summary dismissal, under Angard's Disciplinary Procedure.

I. Grievance Procedure

Employees who raise grievances relating to issues that have occurred whilst on an assignment with Royal Mail Group Ltd should be aware that Angard may need to inform Royal Mail of the nature of the grievance and may ask Royal Mail to carry out investigations at Stage 2 or 3 of the process on behalf of Angard.

The grievance procedure is made up of 3 stages:

Stage 1 – Informal resolution

If you believe you are being harassed or bullied, consider whether you feel able to raise the problem informally with the person responsible. You should explain clearly that their behaviour is not welcome or makes you feel uncomfortable. If this is too embarrassing or difficult, or if you have other concerns, problems, or complaints about your work, working environment or working relationships, you should telephone the Angard Helpline on 0333 240 8502 or email hr@angardstaffing.co.uk who will try to resolve your complaint informally in the first instance. They can also provide confidential advice and assistance in resolving the issue formally or informally. If your concern cannot be resolved informally then Angard will commence Stage 2 of the process.

Stage 2 – Formal resolution

If you have not been able to resolve your complaint informally then it will be referred to a formal Stage 2 and you will be invited to an investigation meeting to discuss your grievance. If your grievance involves an employee of Royal Mail whilst you are placed on an assignment with Royal Mail, we will need to inform Royal Mail of your complaint and seek their assistance in resolving it.

The case manager will review the case and where appropriate informal resolution may be used to resolve the issue.

Once any necessary investigation is complete, you will receive an outcome in writing.

a) Investigation meeting

As above, you will be invited to an investigatory meeting to discuss your grievance. Angard may ask Royal Mail to carry out Stage 2 of the grievance process on its behalf.

The investigation meeting will be held either in person or remotely. All investigations will be conducted by someone with appropriate experience and no prior involvement in the complaint, where possible. Details of the investigation and the names of persons making complaints, or the names of persons accused will only be disclosed where required for the purposes of conducting the investigation. Angard will consider whether any steps are necessary to manage any ongoing relationship between you and the person accused during the investigation.

You should inform Angard of any special arrangements needed at the hearing (for example, to cater for any language difficulty or disability).

You are entitled, on your reasonable request, to be accompanied at the investigation meeting by a companion ("Companion"). That is either:

- A fellow worker of your choice, normally from the same work location; or

- A full-time trade union official or a lay trade union official who has been certified by the relevant trade union as having experience or having received training in acting as a companion in disciplinary and grievance matters.
- The representative or colleague cannot be a witness to the alleged incident[s].

If you wish to be accompanied by a fellow worker and that fellow worker is due to be on an assignment at the time, then they will be entitled to take a reasonable amount of time away from their duties to discuss the matter with you and accompany you at the investigation meeting without loss of pay or benefits. However, if they are not due to be on an assignment at the time of your investigatory meeting then they will not be paid for preparing for or attending the meeting with you.

You must notify Angard of the name and status of your Companion as soon as practicable before the investigation meeting. It is your responsibility to arrange your Companion, and to provide your Companion with the meeting details in advance e.g., date, time and location or login details if held remotely.

If your Companion cannot attend the investigation meeting at the time proposed, you may offer an alternative date and time, which should be within five days after the time originally proposed, provided the alternative time is reasonable. If a suitable arrangement cannot be agreed, then the meeting will likely progress in their absence.

Your Companion may address the investigation meeting to put your case, sum up that case and to respond on your behalf to any view expressed at the hearing. Your Companion may also confer with you during the investigation meeting. Your Companion cannot answer questions on your behalf or do anything which prevents representatives of Angard from stating their case or which prevents anyone else present at the hearing from contributing.

b) Investigation

As part of the investigation Angard may interview other relevant people within the organisation (or potentially within Royal Mail if your issue relates to something that is alleged to have occurred on an assignment there).

To facilitate the investigation, you must give the investigating manager details of any witnesses who may be able to provide evidence on the issues involved. If you have any documents, which you want Angard to consider, you should provide a copy to the investigating manager as soon as practicable during the investigation process.

c) Outcome

Following the investigation meeting, the manager hearing the grievance will consider the evidence and reach a decision. The decision reached will be confirmed in writing and you will be reminded of your right to appeal against any decision.

Stage 3: Appeal

If you are not happy with the outcome at Stage 2 then you should write to the investigating manager that dealt with the matter at Stage 2 of the process, setting out the grounds for your appeal within 3 days of the date that you received the Stage 2 decision.

You must set out in writing your reasons for appeal which should satisfy one of the following criteria:

- There is evidence that wasn't considered as part of the investigation (new/existing).

- Belief the investigation was procedurally flawed.
- Belief their concern has not been fully addressed.

The case manager will review the appeal and if it is considered valid and satisfies the criteria you will be invited to an appeal meeting.

d) Appeal meeting

You will be invited to an appeal meeting, which may be held in person or remotely, and notified of the time and place in advance of the meeting. Where possible, the appeal will be dealt with by a manager who has not previously been involved in the case. At the meeting you will be given an opportunity to state your case and explain why you think the outcome was unreasonable and what you suggest would be a reasonable outcome or solution. It is up to you to make sure any evidence and/or mitigating factors are provided.

The meeting will normally be a review of the reasons set out in the appeal notifications rather than a re-hearing of the evidence; If possible, a manager who has not had any prior involvement in the procedure will conduct the appeal meeting.

The provisions relating to being accompanied by a Companion as set out above apply equally at Stage 3 of the process.

g) Appeal outcome

The outcome of the appeal will be confirmed to you in writing this will be final and binding; there will be no further right to appeal nor would Angard investigate another grievance concerning the same subject.

J. Where to go for further information

Contact the Angard Helpline Number on 0333 240 8502 or email hr@angardstaffing.co.uk if you have any queries about this policy. For web access please go to: www.angardstaffing.co.uk

K. Review

Angard will review this policy from time to time and may need to update it in accordance with business requirements.