

 Fatima Group	Fatima Sugar Mills Limited Sanawan, Punjab - Pakistan	Doc #: FSML/BS/HR-2 REV # : 00
	Grievance Policy	Effective Date: 02-06-2025

SOP GRIEVANCE POLICY

GRIEVANCE MECHANISM & PROCEDURE- MILL / FARMS

OBJECTIVE:

Fatima Sugar Mills Limited is committed to providing a fair, safe, and productive work environment where grievances are dealt sensitively and expeditiously. The purpose of the grievance procedure is to ensure that, as far as possible, grievances are dealt with and resolved informally through discussion between the aggrieved employee and their line manager. The same is the case for farmers, where the group manager ensures a grievance mechanism between farmers and the mill.

SCOPE:

We are committed to providing a positive and supportive environment for all employees, registered growers, visitors, contractors and all stakeholders, hence the introduction of a grievance mechanism. This mechanism is designed to address any grievance that may arise to mill employee and registered growers within the workplace, and communities/stakeholders through its operations. Our policy extends to all parts of our business. Any grievance, complaint, or concern from internal or external stakeholder should immediately be reported as per the policy procedure.

TERMINOLOGY:

Grievances are concerns, problems, or complaints raised by an employee/farmer and visitors, contractors and all stakeholders must be made in writing. However, before using the grievance procedure, it is expected that an employee/farmer or any stakeholders will try to resolve their complaint informally if at all possible.

RESPONSIBILITY:

The administration department has the responsibility to develop procedures related to grievances and regular management meetings to be held about grievances of employees and contractors. The same is the case for farms, the group manager has the responsibility to develop procedures related to grievances, and regularly conduct meetings with farmers.

POLICY STATEMENT:

Fatima Sugar Mills is committed to respecting human and labor rights in line with UN Guiding Principles on Business & Human Rights (UNGPs) and ILO Core Conventions. Providing a grievance mechanism that is confidential, non-retaliatory, transparent and effective. Ensuring all grievances are heard and resolved in a timely and fair manner.

 Fatima Group	Fatima Sugar Mills Limited Sanawan, Punjab - Pakistan	Doc #: FSML/BS/HR-2 REV # : 00
	Grievance Policy	Effective Date: 02-06-2025

PROCEDURE:

The formal stage of the procedure should only be used when the informal stage has failed to resolve the issue or is not making progress. In an informal complaint, the individual will verbally express their concerns directly to the relevant person. The purpose of the Grievance Policy/Procedure of Fatima Sugar Mills Limited / Agriculture-farm is to assist in resolving workplace issues/problems as they develop. We recognize that workplace challenges may arise from time to time and have found that the best way of maintaining job satisfaction and good working relationships, is to follow an effective procedure for solving problems and grievances. The procedure aims to provide all employees/farmers with several avenues to have their grievances heard and resolved.

The procedure is based on the following principles:

- First efforts to resolve grievances will be through informal channel, i.e. verbal communication. In case the complaint is not resolved through informal channels, it will be launched formally through complaint box, complaint helpline and given emails.
- An employee of the (Mill and Farm)/Farmer has the right to be accompanied by his collective bargaining representative/ or work colleague at every stage of the formal procedure. Any formal grievance must be made in writing or through the given helpline as soon as possible and in any case within one month of the act that is being complained of.
- In all cases, reference must be made to the Admin department
- All proceedings, whether informal or formal, should, so far as is practicable, remain confidential and anonymity of the complainant must be ensured.
- A formal record of a hearing will be available to the employee/farmer. The hearing will be recorded and a copy given to the employee/farmer.
- The timescales set out may be extended with the agreement of the parties where more than one employee/farmer has lodged a complaint relating to the same. The complaints may be dealt with together in the interests of fair and consistent decision-making.
- Protection of worker/farmer against reporting of violations would be ensured by the Management.
- Deliberately false or malicious grievances will be treated as matters of misconduct and will be investigated in line with the Disciplinary policy and procedure.

Protection of Whistleblowers:

Any individual who reports, in good faith, incidents of harassment, discrimination, or unethical behavior is protected under our policies.

 Fatima Group	Fatima Sugar Mills Limited Sanawan, Punjab - Pakistan	Doc #: FSML/BS/HR-2 REV # : 00
	Grievance Policy	Effective Date: 02-06-2025

The name and details of whistle blowers will be kept confidential and no one will be informed about his/her identity to ensure anonymity. This will help to ensure the protection of whistle blowers/informants and future information flow.

Anonymity Guarantee:

Whistleblowers are guaranteed the option to remain anonymous and ensure strict confidentiality. Disclosure of the identity of the complainant is subject to his/her consent, otherwise, the anonymity of the complainant will be protected. Refusal of either party to attend shall not invalidate the proceedings.

STAGES:

Informal stage:

If an employee has a complaint that involves another employee, they should, first of all, try to resolve the matter by direct approach to the employee involved.

If, after any action to resolve the grievance taken by HODs, the employee/farmer is still dissatisfied, they may proceed to the formal stage of the procedure.

If the complaint is against the HODs or there is another reason why the employee/farmer does not wish to raise it with their manager, they should seek advice from the Admin department on how to deal with the complaint.

Formal stage:

If the complaint has not been resolved at the informal stage and the employee/farmer wishes to proceed to the formal stage, the employee may do so and the complaint will be heard by a committee. The employee/farmer must set out in writing the nature of their complaint. In case a complaint is made against one of the members of the Inquiry Committee that member should be replaced by another for that particular case. The employee may request a meeting with their own HOD/ manager who will try to resolve the issue. The complaint will be resolved within 15 days of its submission.

According to **“PUBLIC COMPLAINTS BILLS 2021”** the competent authority on receipt of complaint in relation to an act of public grievance shall, within fifteen days of receipt of complaint.

Should the complaint relate to a process or decision, the Administrator will appoint an appropriate investigating officer who will be asked to provide a full written report together with any relevant

documents. The investigation should be conducted as quickly as possible while allowing for all relevant information and evidence to be gathered. A timescale for this will be agreed between the employee/farmer and the Grievance handling committee.

The individual will present their response at the hearing. Any relevant written information or evidence must be made available to all parties at the earliest opportunity and, in any case, two working days before the hearing. All parties involved will be allowed to attend and make representations at the meeting. Witnesses may be called. Disclosure of the identity of the complainant is subject to his/her consent, otherwise, the anonymity of the complainant will be protected. Refusal of either party to attend shall not

 Fatima Group	Fatima Sugar Mills Limited Sanawan, Punjab - Pakistan	Doc #: FSML/BS/HR-2
		REV # : 00
	Grievance Policy	Effective Date: 02-06-2025
		Page 1 of 5

invalidate the proceedings.

The committee, in seeking to resolve the complaint, may adjourn the meeting or defer a decision if more information is required. The decision of the panel, reasons for that decision, and any redress will be communicated to the employee/farmer who has made the complaint. Where the complaint is against an individual, both parties will be given a copy of the decision. This will be handed over to the employee/farmer whenever possible or posted directly by recorded delivery to the employee/farmer within three working days of the hearing and to the employee/farmer representative, where applicable.

Failure to meet the requirements of redress set out by the committee will result in the invocation of the Disciplinary policy and procedure unless an appeal has been lodged.

For complaints, related to grievances against the mill, mill employee must contact this number (**+92-66-2250512 Ext # 110**) and farmers must contact this no. (**+92-66-2250512 (Ext # 158)**). The written complaints can also be dropped in complaints boxes at designated and prominent places accessible to the farmers and external stakeholders.

Right of appeal:

Should the complainant wish to appeal against the decision of the grievance committee, they must do so, in writing, to the Administrator or to the RD if the grievance was heard by committee members within five working days of being informed of the decision.

A request for an appeal must specify the grounds of the appeal. The appeal will be heard by the Administrator or nominated HOD and another manager with a member of Admin department for advice. The panel will hear all or part of the previous hearing depending upon nature of the appeal. The panel has the scope to:

1. Uphold all or part of the previous decision
2. Not uphold the previous decision

If the panel decides either to uphold only part of the previous decision or not to uphold the previous decision, it may at its discretion substitute an appropriate remedy of its own choosing. Within three working days of the appeal, the panel will record the decision and hand it over to the employee/farmer wherever possible otherwise it will be posted directly by recorded delivery.

Any recommendations made by the panel will be notified to the appropriate individuals, and will be time bound. Failure to meet the requirements of the panel will result in the invocation of the Disciplinary policy and procedure. The decision of the appeals panel would be final.

Litigation in Court:

If a complainant is still dissatisfied with the decision of the appeals panel, they have the right and may choose to pursue their case in court or other appropriate forum.

 Fatima Group	Fatima Sugar Mills Limited Sanawan, Punjab - Pakistan		Doc #: FSML/BS/HR-2
			REV # : 00
	Grievance Policy	Effective Date: 02-06-2025	Page 1 of 5

RESPONSIBILITY

Management, employees, contractors, growers, suppliers, visitors and other stakeholders of the company must comply with this policy and take responsibility for ensuring that all initiatives are developed in line with the policy and any violation of the grievance SOP will result in appropriate action.

Conclusion

Each party involved in the Grievance Mechanism has a critical role to play in ensuring that complaints are addressed fairly, transparently, and promptly. The responsibilities outlined above must be clearly defined, communicated, and understood by all parties involved in the Grievance Mechanism.

Review and Revisions: Normal review and update frequency of this document is once in a year, but should be updated if and when needed within the due period





Prepared By
Manager HR

Reviewed By
(GM FSRDC)

Approved By
Resident Director

REVIEW STATUS					
REVIEW DATE	REMARKS	REVIEWED BY	SIGNATURE	APPROVED BY	SIGNATURE
		HR & GM FSRDC		RD	
		HR & GM FSRDC		RD	
		HR & GM FSRDC		RD	