

OFFICIAL



Grievance Handling Policy

Version 6 – February 2024

Contents

| | |
|------------------------------------|---|
| 1. Introduction..... | 3 |
| 2. Purpose and Scope..... | 3 |
| 3. Key Concepts..... | 3 |
| 4. Principles..... | 5 |
| 5. Governance and Reporting..... | 5 |
| 6. Roles and Responsibilities..... | 5 |
| 7. Related documents..... | 6 |
| 8. Contact..... | 7 |

1. Introduction

One of the icare values is **Together**, acknowledging we are at our best when we work together, support one another and celebrate each other's achievements. Another of our values is **Curious**, and as part of this we value and nurture diversity and we feel safe to raise issues, learn from each other and share our successes and failures.

That's why it is important that everyone feels safe and able to report their concerns in a confidential manner and know that these will be promptly and thoroughly investigated.

We believe that the behaviour you walk past is the behaviour you accept, reinforcing it is each and every person's role at icare to maintain a safe and inclusive environment, where respectful behaviour is experienced in all our interactions.

2. Purpose and Scope

This policy applies to icare employees and provides the guiding principles and resolution pathways that are available to address unacceptable or unlawful behaviour in the workplace. This includes acts of discrimination, harassment or bullying or a breach of policy or legal obligation that applies to icare.

We believe that the behaviour you walk past is the behaviour you accept.

We encourage everyone to speak up and use the avenues available at icare to resolve issues arising in the workplace. Knowing the options available helps make icare a safer and happier workplace for all of us.

Our values are Together, Ownership, Driven, Curious and Passionate. They embody who we are and guide us as work together to ensure a safe working environment for all.

Each one of us can demonstrate our **passion** and **drive** for supporting each other and the people we serve by following the measures set out in this policy. Our **curiosity** means we continually learn, staying flexible and responsive as the situation changes. We take **ownership** for our own actions, knowing these can make a real difference for those around us, and we work **together** as it will take a collective effort to keep us all safe.

This policy does not apply to contingent workers and vendors. Any contingent worker or vendor who wishes to raise a grievance should contact their employer, who will then liaise with icare in relation to the handling of the grievance.

3. Key Concepts

Grievance Handling Process

icare will support the resolution of grievances in a way that is proportionate to the issues raised.

Some grievances will be able to be resolved by discussion and agreement between those involved, without the need for a formal process. Where that is not appropriate or the matter cannot be resolved by those involved, icare will ensure that an appropriate grievance resolution pathway is followed.

Raising issues

Addressing grievances in a timely way is important to everyone.

We encourage staff to speak up about issues of concern to allow us to address them as quickly as possible. Do not ignore circumstances where you feel you are experiencing unacceptable or unlawful behaviour, thinking it will go away – these issues rarely just resolve themselves and ignoring the behaviour could be taken as tacit approval by the person engaging in the behaviour.

A good way to take ownership of a situation may be to attempt to resolve any grievances that arise on an informal basis. We can support you to address issues in an informal way if that is appropriate.

If you are comfortable to do so, you can have a private conversation directly with the person involved. If you would like support to have that discussion, you can discuss the matter with your People Leader or the People and Culture Partnering team and seek advice on how to plan for the conversation. They will provide you with advice and coaching about how to approach the discussion.

If you don't feel comfortable raising the issue with the person, you should raise the grievance with your People Leader as soon as possible. Where you raise a grievance with your People Leader, they will generally seek the support of the People and Culture Partnering team, as appropriate.

If it is not appropriate to raise it with your People Leader, including because it is about your People Leader or because you believe the People Leader may have a conflict of interest, you should raise it with the People and Culture Partnering team as soon as possible.

What will icare do if you raise a grievance?

Grievances will generally be addressed in accordance with this Policy.

As each grievance will differ, icare will determine the most appropriate method of dealing with the complaint. This may vary depending on the nature of the specific grievance and a number of other factors.

If a grievance is lodged against you, you will have an opportunity to provide your version of events. How this will happen will be proportionate to the seriousness of the matter.

For example, following receipt of a grievance, icare may take the following steps:

- determine the best method of handling the grievance (which may include a number of possibilities including informal or facilitated discussions, mediation or an internal or external investigation)
- advise you of the likely steps that will be undertaken by icare in relation to the complaint (including anticipated time frames)
- advise the person(s) who the grievance is about of the existence of the grievance, the nature of the grievance and seek their response
- advise both you and the person(s) that the grievance is about of the confidentiality obligations in relation to the complaint
- collect any additional information icare considers necessary to properly review the grievance
- advise both you and the person(s) that the grievance is about, of icare's view regarding the grievance and, if appropriate, any proposed action to be taken
- advise you and the person(s) that the grievance is about, who will be making the inquiries on behalf of icare and who will determine the outcome of the inquiries; and
- in some cases, appointing an external party to make inquiries in relation to, or to investigate, the grievance.

Where an investigation is undertaken, those involved in the investigation are able to have a support person at meetings.

If the grievance is vexatious or if you lie about or exaggerate a grievance, don't provide all facts relevant to the grievance at the outset, or don't co-operate with the process icare adopts to address the grievance, icare will view this as a serious matter, and you may be subject to disciplinary action.

Anyone involved in any internal or external investigation of a grievance is required to provide honest answers to questions asked by icare or its representatives. A failure to do so may lead to disciplinary action.

Outcome - potential consequences

icare will take whatever action it considers appropriate in resolving grievances.

Depending on the outcome of the relevant resolution process, anyone who is found to have behaved in a manner that does not align with icare's values, breached icare policy, or acted unlawfully may, amongst other things:

- be required to make an apology to the individual or group concerned
- receive counselling support
- participate in mediation to restore workplace relationships
- attend appropriate training including discrimination, harassment and bullying training

- receive a warning
- become subject to formal disciplinary action up to and including dismissal; and/or
- be subject to criminal charges.

Privacy and confidentiality

icare will handle your grievance and the process of resolution in accordance with our obligations under the *State Records Act 1998*, the *Privacy and Personal Information Act 1998* and the *Health Records and Information Privacy Act 2002*.

In addressing a grievance, the issues raised in the grievance may need to be disclosed to others to provide them with an opportunity to respond, or to allow us to properly consider or investigate the issues. We may need to provide information about the grievance to any third party we engage to assist us in addressing the matter. Depending on the nature of the grievance, we may also need to inform icare Group Executives and the Board of the grievance, its progress and outcomes. Those involved will generally be advised of the need for confidentiality.

4. Principles

icare is committed to:

- Creating a safe and supportive work environment where grievances or policy breaches can be raised and addressed
- Supporting and encouraging, where appropriate, informal resolution of grievances, and escalation where needed
- Addressing grievance and complaints in as confidential, respectful and timely way as possible
- Providing natural justice, including procedural fairness, in any grievance process or investigation
- Protecting anyone who raises a genuine grievance from reprisal or victimisation
- Providing appropriate support to those involved in raising and addressing grievances.

5. Governance and Reporting

The People and Culture team will perform regular assurance activities to ensure the effective maintenance of the standards established in this Policy. The Group Executive, People and Culture will report to the Group Executive Team on significant breaches of this policy and actions to ensure the effective observance of the principles of the Policy.

6. Roles, Responsibilities and Rights

| Role | Responsibilities and Rights |
|--|---|
| All icare employees | <ul style="list-style-type: none"> • Understanding icare’s grievance handling policy • Speaking up when you are experiencing unacceptable or unlawful behaviour • Reporting health and safety matters or concerns to the Work Health and Safety team in Human Resources • Reporting wrongdoing in accordance with the Reporting Wrongdoing Policy • Participating in good faith in any grievance handling or formal investigation process; and • Completing any mandatory training associated with this policy. |
| People Leaders (in addition to responsibilities as an | <ul style="list-style-type: none"> • Promptly responding to any issue raised with their team • Provide frontline leadership in creating a culture where issues are raised with the expectation of prompt and effective response |

| Role | Responsibilities and Rights |
|--|--|
| icare employee) | <ul style="list-style-type: none"> • Taking steps to educate and inform their teams of icare’s policy obligations and the law • Intervening quickly and appropriately when they become aware of unacceptable behaviour which has led to a grievance • Acting fairly to resolve issues and enforce workplace behavioural standards, making sure all relevant parties are consulted and heard • Ensuring anyone who raises an issue or makes a complaint is not victimised and that ethical standards are maintained |
| Group Executives (in addition to responsibilities as individuals and People Leaders) | <ul style="list-style-type: none"> • Set the 'tone at the top' by exhibiting a genuine and strong commitment to the ethical standards framework • Receive concerns from people within the function and initiate appropriate responses |
| Group Executive, People and Culture (in addition to responsibilities as a Group Executive) | <ul style="list-style-type: none"> • Develop and maintain this Policy as custodian • Escalate any significant matters to the CEO, as appropriate • Review the effectiveness of the Policy on an annual basis and recommend any changes to the Policy to the Board. |

Protection from Victimisation

- People raising a genuine grievance will be protected from victimisation; and
- If anyone working at icare engages in victimisation, they may be disciplined

Other helpful contacts

If you have a grievance, you may also seek counselling and assistance using our Employee Assistance Program.

The Employee Assistance Program provider is Assure, and their contact number is 1800 808 374

7. Related documents

Refer to HUGO for the most up to date icare policies, procedures and information including:

- Grievance and Dispute Settling Procedures set out in clause 8 of the *Insurance and Care NSW Award* (icare Award)
- Code of Conduct and Ethics
- Respectful Behaviour – To prevent Discrimination, Bullying and Harassment
- Work Health and Safety
- Incident Management and Reporting
- Reporting Wrongdoing
- Managing Performance
- Managing Misconduct
- Support person guide
- Employee Support Services including the Employee Assistance Program

8. Contact

Contact your people leader or seek assistance via the HR Service Centre if you have any questions or feedback.

Version Control

| Document Name & Version | | Grievance Handling Procedure v6.0 |
|-------------------------|---|-----------------------------------|
| Document owner | Group Executive, People and Culture | |
| Approving Authority | The icare People and Remuneration Committee | |
| Last Approval Date | February 2024 | |
| Review Frequency | Biennial | |

Document History

| Version | Author | Change Summary | Approval Date |
|---------|---------------------------------------|---|------------------|
| V1 | Chief People Officer | Policy created | 7 September 2016 |
| V2 | Chief Human Resources Officer | Policy updated | 17 July 2018 |
| V3 | Group Executive, People and Workplace | Policy updated | 25 November 2019 |
| V4 | Group Executive, People and Culture | Reformatting policy consistent with the Policy Governance Framework | 3 December 2021 |
| V5 | Group Executive, People and Culture | Review consistent with the Policy Governance Framework | February 2023 |
| V6 | Group Executive, People and Culture | Review frequency changed to biennial | February 2024 |