



# External Grievance Procedure

1

## 1. Introduction

This document is the External Grievance Management Procedure (GMP) for FAMS Group.

This document is designed to outline the procedure for accepting, assessing, resolving and monitoring grievances from contractors and suppliers.

The aim is to identify and manage grievances from contractors, individual stakeholders or stakeholder groups.

Grievances may encompass minor concerns as well as significant or long-term issues. They might be felt and expressed by a variety of parties including individuals, groups, communities, or other parties affected by the activities of FAMS organisation's activities. It is essential to have a robust mechanism to systematically handle and resolve any complaints that might arise to prevent escalation and pose a risk to successful operations. If well-managed, an effective grievance mechanism may develop positive long term mutually beneficial relationships and build trust with contractors and stakeholders.

One of our goals is to respect, inform and respond to people's concerns and queries on a permanent ongoing basis.

The specific objectives include:

- Establishing a mechanism for responding to grievances in an understanding, transparent and culturally suitable manner.
- Developing an accessible, no cost and efficient grievance procedure for affected peoples and other stakeholders.
- Ensuring effective dialogue and transparent open lines of communication with the contractors, the public and our partners.
- Establishing a system of investigation, response and quick grievance resolution.
- Reducing the number of grievances received over time.
- Improving social performance through the analysis of grievances and refinement of work practices.

To maximise the effectiveness of the Grievance Procedure, FAMS will apply the following factors during operation of the system:

- Commitment to fairness in both process and outcomes.
- Clear grievance management rules, and accountability.
- Validation of all complaints submitted by actively engaging with the complainant to fully understand and address their concerns and needs.
- Confidentiality as required or where requested.

## 2. Procedure Requirements

### Corporate Objectives

FAMS undertakes to safeguard its employees, contractors and the communities through providing and maintaining, as far as reasonably practicable, a working environment that is safe and without risk to the health of its employees, contractors and the communities”.

We aim to be a proud employer and neighbour with our focus firmly fixed on sustainable development of the organisation through continuous improvement.

## 3. Roles and Responsibilities

Following best practice, responsibility for the management and resolution of grievances ultimately rests with FAMS. For example, with respect to a community grievance related to noise or vibration generated by a contractor traffic within a residential area, FAMS would usually delegate resolution to the contractor. However, should the contractor attempt to resolve the complaint and fail to reach an acceptable settlement, it will be required that FAMS takes responsibility for the eventual grievance resolution.

FAMS and contractors (including subcontractors) must specifically address grievance management, resolution and respective responsibilities.

### 3.1 FAMS Responsibilities

FAMS shall ensure that sufficient and qualified resources are allocated on an ongoing basis to achieve effective implementation of the Grievance Procedure and its monitoring.

FAMS responsibilities in Grievance Management are:

- Final Approval of the Grievance Procedure.
- Publicising the grievance mechanism.
- Implementing and overseeing the Grievance Procedure.
- Providing accurate and timely information to contractors and stakeholders about the GMP.
- Obtaining, organising and documenting feedback from contractors and other stakeholders regarding perceptions, concerns and requests.
- Taking appropriate actions to address major Non-Conformities by contractors based on audit reports, performance monitoring reports and on proposed approach and actions.
- Evaluating and transmitting feedback obtained from stakeholders’ grievances to FAMS’ management team and contractors if relevant to decision-making.
- Centralising grievance tracking and monitoring.
- Reviewing and approving contractors’ Grievance Management Procedures.

### 3.2 Contractors’ Responsibilities

FAMS SP Point of Contact and the contractor personnel responsible for the Grievance Procedure implementation, will liaise regularly to discuss the status of any critical grievance issues. If the received grievance was caused by the activities of the contractor, the FAMS POC will discuss it with the contractor about appropriate solutions so that both sides agree as to how the corrective action will be carried out.

The contractor then will report formally to FAMS on the resolution of the grievance and what else might need to be done for the grievance to be closed.

Contractors will also need to provide sufficient and qualified resources allocated on an ongoing basis to achieve effective implementation of their Grievance Procedures.

Contractors also need to provide relevant monitoring data/reports to FAMS as indicated in their contracts.

Contractors’ specific responsibilities for grievance management include:

- Adherence to all FAMS policies and plans, including this procedure.
- Developing and executing their own grievance mechanism, in accordance and aligned with this FAMS Grievance Management Procedure.

- Resolving a grievance immediately in the field when practicable.
- Informing FAMS in writing of all grievances received, including those immediately resolved in the field.
- Proposing alternative approaches to activities which may result in an impact of concern to stakeholders, in order to avoid and to reduce the number of grievances received.

## 4. Grievance Procedure

This Grievance Management Procedure is designed to facilitate the lodging, acceptance and closure of grievances coming from contractors, affected communities, but also from other interested stakeholders.

The GMP is available to any party that wishes to communicate a grievance to FAMS whether it be an individual, non-governmental organisation, community-based organisation, other community group, local or national employee.

The GMP is available on a voluntary and non-excluding basis. It does not affect anyone's rights to use the specific country's judiciary systems in any way, nor does it replace the public mechanisms of grievance and conflict resolution. However, FAMS believes most grievances can be quickly resolved by openly engaging and discussing the issues in order to achieve mutually acceptable and preferably beneficial solutions in a less official setting.

Contractors or other affected parties shall deliver grievances to the appropriate SP POC at FAMS to organise, track and document all responses and deliver summary reports to management. FAMS will aim to resolve all grievances within 14 days from receipt.

FAMS will hold regular meetings to collect grievances in the field and provide feedback to communities.

FAMS will inform the local communities, its employees and sub-contractors' employees of the Grievance Mechanism and provide contact details and process of how one may lodge a complaint via:

- The FAMS senior management, FAMS HR /HSE or the FAMS Social Program POC – verbally, by telephone or email.

.

### 4.1 Publicising this Procedure

The grievance mechanism procedure will be publicized and communicated in a manner appropriate to the audience (i.e. method of delivery, language, etc.). Notification will include:

- A summary of the procedure and how it can/should be used.
- Details of the process, such as who is responsible for receiving and responding to grievances, and any external parties that can receive grievances from communities.
- When stakeholders can expect a response.
- Safeguards in place to ensure confidentiality.

### 4.2 Contact Details

All contractors or stakeholders with internet access can report a grievance through FAMS's website, email to FAMS ( [info@fams-international.com](mailto:info@fams-international.com) )

Where a contractor or stakeholder does not have access to the internet, details (name and contact details) of Contractor and FAMS representatives will be provided

A grievance can be reported verbally, or in writing using the form in Appendix A.

### 4.3 Grievance Handling and Resolution

Grievances should be handled according to the following steps:

- FAMS shall acknowledge receipt of any grievance as soon as possible, but up to seven days from the date it was submitted and shall inform the complainant about the timeframe in which a response can be expected.

- For all types of Grievances, FAMS will listen attentively to the person while he/she expresses his/her grievance. In many cases, simply listening with empathy helps to calm the situation.
- During this first meeting if the grievance is resolved, the case is considered closed and shall be recorded as such.
- Should a grievance be more complex, FAMS and/or the contractor shall conduct an investigation to verify whether the grievance is genuine. FAMS shall fully investigate all grievances received, and will involve other departments, contractors and senior management as required in the process in order to fully understand the circumstances that led to the grievance being raised. This should be performed in a timely manner to avoid delaying the resolution of a grievance. FAMS will aim to resolve any grievances within 30 days from the date of receipt of this grievance. This timeframe may be extended to 60 days should it be found that the grievance is more complex in nature.
- The local authorities and/or representatives may be invited to attend the investigation if the grievance warrants their involvement or in the event that they may request to participate.
- FAMS will consequently determine the practical corrective action(s) or mitigation of the grievance:
  - nature of the corrective action;
  - time in which it must be implemented;
  - person responsible for implementation; and,
  - Suitably record and register the grievance and actions taken
- FAMS and/or the contractor implement this solution.
- If the complainant accepts the corrective actions, they sign a letter of acceptance and the grievance is closed subject to a 15 days monitoring period.
- If the proposed solution or executed solution is not accepted by the complainant, the grievance is elevated to FAMS Senior Management for review.

Documentation pertaining to an unresolved grievance will be given to the Board of FAMS Group who will seek and give opinion about how to resolve the case and who will attempt to resolve the case through conciliation.

As a last resort, aggrieved parties have a right to take legal action. This is a more formal rightsbased approach that shall only be taken if all other approaches have failed or when there are serious conflicts about facts and data. The final decision will be taken by the arbitrator or courts based on compliance with laws, policies, standards, rules, regulations, procedures, past agreements or common practice.

#### 4.5 Grievance tracking

Grievances shall be assigned reference number and records of communication/consultation shall all be attached with the relevant entry and filed. The database shall be monitored regularly for recurring grievances so that appropriate mitigation can be developed.

FAMS anticipates that the following direct impact grievances could be categorised as follows:

- Job issues.
- Third party injuries or conflicts.
- Damages to infrastructure.
- Damage and temporary interruption of access roads.
- Road congestion.
- Nuisance caused by noise or dust.
- Behaviour of personnel.
- Community health and safety.

The categorisation of grievances will allow FAMS to establish trends and adapt its own, and Contractor's management system where needed to improve environmental and social performance and reduce the overall number of grievances resolved.

In addition to categorising a grievance, the following information will also be collected in a standards format:

- Name, address, contact number, place or community of residence.
- When and where the grievance was received.
- Name of the person who received the grievance.
- Basic information about the party making the grievance for providing feedback.
- Corrective actions and dates when they were initiated and completed.
- Dates when the required notifications and feedback were given to the affected party.
- Date when all parties agreed the grievance was closed out.

It is voluntary for the individual making the grievance to provide personal information.

## 4.6 Grievances Outside of the FAMS Grievance Procedure

All grievances and claims from contractors and local communities should be accepted and no judgment made prior to investigation, even if complaints are minor. However, several types of grievances deserve special consideration and possible redirection to other grievance resolutions channels, such as:

- Complaints constituting criminal activity and violence: In these cases, complainants should be referred to the formal justice system.
- Commercial disputes (e.g. contractor not paying third parties): Commercial matters should be stipulated for in contractual agreements and issues should be resolved through a variety of commercial dispute resolution mechanisms or civil courts.
- Issues related to Governmental policy and Government institutions:

The private sector is not obliged to address such complaints. At a minimum, such grievances can be captured through the FAMS system, and then FAMS may choose to pass the grievances to authorities and let the communities know how to follow up.

## 4.7 Safeguarding Grievances

### 4.7.1 Background to GBVH

GBVH can constitute a human rights violation or abuse, that it is a threat to equal opportunities and is incompatible with decent work. Violence and harassment are also explicitly referenced in UN Sustainable Development Goal (SDG) 5 on achieving gender equality.

#### 4.7.1.1 Examples of GBVH

Gender-related complaints include, but are not limited to, those of:

- sexual discrimination, direct or indirect
- sexual harassment
- discrimination or harassment on the basis of sexual orientation or gender identity
- bullying of a nature to ridicule a person's masculine or feminine identity
- sexual abuse
- sexual exploitation.

### 4.7.2 Background to Modern Slavery

#### 4.7.2.1 Child Labour

Child labour, as defined by the ILO Convention is "work by children under the age of 12; work by children under the age of 15 that prevents school attendance; and work by children under of age of 18 that is hazardous to the physical or mental health of the child. In conducting its business. FAMS:

- Will not employ children that falls into the definition as stipulated by the ILO Convention, notwithstanding any national law or local regulation.
- Will comply with all other applicable child labour laws, including those related to wages, hours worked, overtime and working conditions.

- Is against all forms of exploitation of children. The company does not provide employment to children before they have reached the legal age to have completed their compulsory education, as defined by the relevant authorities.
- Expects its business partners and associates to have and uphold similar standards and abide by country-governing laws in countries wherein they operate. Should violation of these Principles become known to FAMS and not be remediated, FAMS will take action including discontinuation of the business relationship.

#### 4.7.2.2 *Forced Labour*

FAMS expressly prohibits any form of work or service, not voluntarily, obtained under threat of any punishment or that is requested as a way of cancelling a debt. Moreover, it is not required, under any circumstances, that employees leave any kind of deposit during the working relationship maintained.

#### 4.7.3 Principles of GBVH and Modern Slavery Grievance Assessments

The assessment, monitoring and response measures need to be underpinned by these fundamental principles:

- **Survivor-centred:** The rights of GBVH survivors need to be consistently prioritised and used as the starting point for all decisions on efforts to assess, prevent, monitor and respond to GBVH. Maintaining confidentiality and checking with whom survivors want information to be shared are important aspects of a survivor-centred approach. When responding to reports of GBVH, it is important to listen to and respect survivors' wishes and decisions in order to help their recovery.
- **Safe:** Survivors, witnesses and those who report and seek to address GBVH can be at risk of retaliation, including threatening and violent behaviour, often from those who do not like their position of power being challenged. The threat of retaliation may be used to silence those who speak out about GBVH. This can leave those who report GBVH in a vulnerable position and fear of reprisal can deter people from reporting incidents or raising concerns. It is important to prioritise the safety of those who have experienced, witnessed and/or reported GBVH. Confidentiality and checking with survivors and witnesses about sharing identifiable information are important aspects of ensuring safety.
- **Context-specific:** All measures need to be rooted in a thorough understanding of the local context. As such, it is important to first understand the legal and social context and identify the support mechanisms that are in place.
- **Non-discriminatory:** All survivors need to be listened to and treated equally.

#### 4.7.4 Survivor-centred Approach

The FAMS Group HR Manager will ensure a survivor-centred approach is followed for all GBVH or Modern Slavery grievances reported. Key elements of a survivor-centred approach are to:

- Treat survivors with dignity and respect, taking time to listen to what they have to say rather than rushing to take action.
- Enable survivors to make informed decisions about what they want, providing them with information about support options available.
- Help survivors to be safe, including keeping their information confidential.
- Treat all survivors equally and non-judgementally, making sure their experience is not unfairly dismissed, for example, because they are young, old, disabled, a sexual or gender minority, or work in prostitution.
- A survivor-centred approach is to be used in addressing GBVH. It helps to reduce the potential for further harm to survivors and, the likelihood of further financial and reputational risk to companies. Anchoring decision-making in a survivor-centred approach is, therefore, in the interests of companies and investors.

#### 4.7.5 GBVH and Modern Slavery Grievance Investigator

When a report of GBVH or Modern Slavery is received, the FAMS Group HR Lead will receive the Grievance. The FAMS Group HR Lead will be trained in how to respond to reports of GBVH or Modern Slavery and has the skills and confidence to take a survivor-centred approach.

The FAMS Group HR lead person's responsibilities are:

- Ensuring the GBVH or Modern Slavery report is appropriately and securely logged in the company's internal system and that confidential records are kept.
- Ongoing monitoring of the support and safety needs of survivors and any witnesses and/or whistleblowers.
- Ongoing communication with survivors to ensure their wishes inform all decisions about the company's response to the report, including initial decisions on how to proceed.

##### 4.7.5.1 Investigator Requirements

The FAMS Group HR Head will ensure he/she is trained / experienced in:

- Comprehensive training on company grievance mechanisms and investigation procedures, including scenarios and group exercises (such as role playing) to ensure staff are prepared to respond effectively.
- Understanding how GBVH or Modern Slavery risks can be exacerbated by various factors (such as seasonal deadlines or the presence of temporary workers).
- Thorough understanding of a survivor-centred approach and the importance of confidentiality.
- Comprehensive understanding of the support services available to survivors and witnesses.
- Knowledge of GBVH or Modern Slavery and legal protection expertise available to the company and the qualified third-party providers the company has identified to undertake investigations.
- Basic training on psychological first aid to guide interactions with survivors.

##### 4.7.6 Maintaining Confidentiality

It is crucial that confidentiality is maintained in relation to reports of GBVH or Modern Slavery to protect survivors, witnesses, whistleblowers and alleged perpetrators. It is critical that all details of the report – and any subsequent investigation and associated interviews be kept confidential. The identities of everyone involved, including any investigators, will need to be protected. To do this:

- the number of people with whom information is shared will be limited.
- the timing and location of any investigation activities, including interviews, will be conducted so that they are away from worksites and not observed by others.
- all paper and electronic information in are to be filed in secure locations.
- failure to maintain confidentiality will be linked to disciplinary procedures and communicated to all parties involved.
- Rumours are to be controlled by ensuring that managers who are informed about the report are aware of what they are/are not allowed to communicate to others.

##### 4.7.7 GBVH or Modern Slavery Grievance Response

When a GBVH or Modern Slavery grievance is reported, the FAMS Group HR Lead will ensure that the immediate priority is to enable survivors to access the professional support they want and to work with survivors, witnesses and whistleblowers to identify safety measures to protect them from further harm.

The HR Lead will need to provide private spaces where support options and potential safety measures can be discussed with survivors (or witnesses and whistleblowers). This is an important aspect of maintaining confidentiality and enabling any concerns to be discussed.

Support options and safety measures offered to survivors, witnesses or whistleblowers ought to be:

- Independent of any other action taken in response to the report of GBVH or Modern Slavery.
- Proactively offered, rather than only made available on request.
- Presented in a way that gives survivors (and witnesses and whistleblowers) choice and control, so they can make informed decisions.
- Provided by trained staff, so as not to cause further harm.

It is important that survivors, witnesses and whistleblowers are able to access support services during working hours so there is no additional cost to them.

#### **4.8 Anonymous Grievances**

If an aggrieved wishes to report a grievance anonymously, such a grievance can be reported as such via the FAMS website contact address.

### **7. Procedure owner**

The FAMS Group Sponsor and Owner of this procedure is:

- Stephen Harley - Director , FAMS Global Limited

### **8. Contact person**

Questions and feedback regarding this Procedure should be submitted to:

- FAMS Group HR Head: Silvia Sharratt

### **9. Review cycle**

This Procedure will be reviewed (and updated, where required) at least every two years or whenever the changes in business environment demand such a review.

### **10. Version history**

26 July 2024: New Procedure