



Policy Name:	Grievance Policy
Attention:	LSH Group Australia Employees
Version:	1.3
Last Reviewed:	1 st April 2026
Effective From:	1 st April 2026
Approved By:	GCEP / Corp Review / MD

Grievance Policy

1. Purpose

LSH Group Australia is committed to a fair, safe, and productive workplace. Employees, contractors, and volunteers are encouraged to raise grievances in confidence, knowing that concerns will be addressed promptly, fairly, and in compliance with:

- *Fair Work Act 2009 (Cth)* – protections against adverse action, unfair treatment, and workplace bullying.
- *Work Health and Safety Act 2011 (Cth)* – duty to ensure a safe work environment.
- *Sex Discrimination Act 1984 (Cth)*, *Racial Discrimination Act 1975*, *Disability Discrimination Act 1992*, *Age Discrimination Act 2004* – obligations to prevent discrimination and harassment.
- Applicable modern awards and enterprise agreements.

The policy promotes resolution of grievances while upholding natural justice, confidentiality, and procedural fairness.

2. Scope

Applies to all permanent, fixed-term, casual employees, contractors, and volunteers in all workplace interactions, including dealings with colleagues, customers, and external stakeholders.

3. Principles

- Everyone has the right to work in a safe, respectful, and healthy workplace.
- Grievances should be raised promptly to facilitate resolution.
- LSH Group Australia is committed to resolving issues via discussion, conciliation, or formal investigation.
- Natural justice must be upheld at all stages of grievance handling.
- Confidentiality is maintained throughout the process.

4. Definitions

- Complainant: Person lodging the grievance.
- Respondent: Person the grievance is directed toward.
- Grievance: Any workplace concern or issue that impacts work performance or wellbeing.
- Complaint: Formal submission of a grievance.
- Natural Justice: Ensuring fair treatment, opportunity to respond, and unbiased consideration.

5. Grievance Procedure

5.1. Informal Process

- Employees are encouraged to resolve issues directly with the other party if safe to do so.
- Managers or HR may facilitate discussion or mediation.
- Documented attempts to resolve issues may be required.

5.2. Formal Process

- Submit the grievance in writing to your manager or HR.
- The complaint will be acknowledged promptly.
- Respondents are informed and allowed to provide a response.
- An investigation may be conducted by HR, management, or an external investigator.
- Witnesses may be consulted confidentially.

Investigation outcomes may include:

- Explanation or clarification of the issue to the complainant.
- Verbal or written apology.
- Mediation or counselling (e.g., via the Employee Assistance Program).
- Training, performance alignment, or workplace adjustments.
- Disciplinary action or termination, where policy breaches or misconduct are identified.
- Both parties may sign-off on resolution; if dissatisfied, HR/management will determine next steps.

5. Exclusions

Grievances related to termination of employment or ongoing disciplinary procedures are addressed under separate policies (e.g., *Fair Work Act 2009* dispute provisions).

6. Responsibilities

Employees/Contractors/Volunteers:

- Raise concerns promptly and participate in resolution processes.
- Maintain confidentiality.

Managers:

- Facilitate resolution, ensure procedural fairness, and escalate when necessary.

HR Department:

- Provide guidance, ensure compliance with legislation, and maintain confidential records.

7. Confidentiality & Record Keeping

All records are stored securely and only accessed on a need-to-know basis.

8. Policy Status

This Policy does not form part of any employee's contract of employment. It is a lawful and reasonable direction of the Company with which compliance is required. Any statement in this Policy about what the Company will or will not do does not create a legally binding obligation on the Company.

This Policy may be amended from time to time to reflect changes in legislation, regulatory requirements or organisational needs.

Appendix A - Grievance Reporting Form

Incident/s Details

I am making this report of bullying and/or harassment as:

- ☐ The Complainant
- ☐ Bystander

Date/s behaviours occurred:

Name of person/s involved:

Describe the incidents/s in your own words, giving as much detail as possible:

Behaviours

Please outline the grievance.

What was your reaction:

Who witnessed the incident/s:

Who helped? Who did nothing? Who else is being affected?

Frequency

Please select the frequency of the incidents:

- ☐ Once
- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Occasionally
- ☐ Other:

Location

Where did the incident/s occur:

Reporting

Who have you reported the incident/s to? You can select more than one person.

- ☐ No one
- ☐ My supervisor / direct report
- ☐ Dealer Principal
- ☐ Human Resources
- ☐ Other:

When did you report it:

How did you report it?

- ☐ Verbally
- ☐ In writing
- ☐ Email

What happened when you reported the incident:

What actions were taken by the person you reported the incident to:

Who have you told outside of work:

I believe that the Respondent (Please select all relevant options)

- ☐ Is joking and doesn't mean for their actions to upset / intimidate me
- ☐ Is still a nice person
- ☐ Was my friend
- ☐ Started behaving this way after a disagreement at work
- ☐ Enjoys hurting / upsetting me
- ☐ Follows an example set by their supervisor
- ☐ Bullies other staff
- ☐ Other:

Outcome

What would you want as an outcome / solution?

From the Respondent:

From your Employer:

From yourself:

Do you have any additional information that you would like to provide:

Your Details (optional)

Note: you cannot be advised of an outcome if you do not identify yourself

Your Name:

Your Contact Details:

Appendix B - Resolution of Grievance Flowchart

If you have decided to proceed with an informal or formal process for Workplace Grievance, the following steps must be followed:

