

Human Capital & Culture

Disciplinary & Grievance Policy

Purpose

The purpose of this policy is to establish a clear, structured process for managing employee conduct issues and resolving workplace grievances. It ensures fairness, due process, and consistency in handling behavioral or performance breaches, while offering employees a formal mechanism to voice concerns without fear of retaliation. This policy promotes accountability, reinforces organizational values, and protects the legal and ethical integrity of B&S Investments.

Scope

This policy applies to all employees across B&S Investments and its subsidiaries, including those in exhibitions, manufacturing, tourism, creative content, hospitality, and digital ventures, regardless of location or contract type. It covers:

- Breaches of conduct or workplace rules
- Performance-related issues
- Disputes with colleagues or managers
- Ethical violations, bullying, or harassment
- Employee complaints regarding unfair treatment, discrimination, or policy misuse

The policy does not replace or override legal obligations in Saudi Arabia or other jurisdictions where the company operates..

Policy Statement

B&S Investments is committed to building a work environment grounded in trust, discipline, and fairness. Employees are expected to behave professionally, follow all corporate policies, and uphold the organization's values. When issues arise, whether concerning misconduct or employee concerns, they will be addressed promptly, confidentially, and without bias.

The company distinguishes between:

- **Disciplinary matters**, where the employee is alleged to have violated policies or performance standards
- **Grievances**, where the employee raises a concern about mistreatment, unfair conditions, or unethical behavior

Both streams follow structured procedures to ensure impartial investigation and resolution..

Roles & Responsibilities

Role	Responsibility
Group CEO & Business Unit CEOs	Uphold culture of discipline and fairness; endorse non-retaliatory grievance procedures
Chief People Officer (CPO)	Owns the framework and ensures alignment with labor laws and corporate ethics
HR Business Partners	Conduct or support investigations, issue formal notices, and advise managers on appropriate action
Line Managers	Monitor employee behavior and performance; initiate informal discussions or formal escalation
Legal Department	Ensure legal compliance and support in complex or high-risk cases
Employees	Abide by all conduct rules; report grievances through the correct channels in good faith

Procedures & Implementation

A. Disciplinary Procedure

1. Informal Stage

- Minor issues (lateness, unprofessional tone, etc.) are addressed through a verbal conversation
- The manager documents the discussion and sets expectations for improvement
- If resolved, no formal record is created

2. Formal Stage

If behavior continues or involves serious misconduct (e.g., fraud, harassment, breach of confidentiality), the following steps apply:

Step 1 – Investigation

- HR initiates a confidential investigation, gathering evidence and interviewing relevant parties
- The accused employee is informed in writing and given the opportunity to respond

Step 2 – Disciplinary Hearing

- A formal meeting is conducted with the employee, their manager, and HR
- The employee may bring a colleague as a witness or support
- Evidence is reviewed, and both sides are heard

Step 3 – Decision & Outcome

- Based on the findings, possible outcomes include:
- Verbal warning (documented)
- Written warning
- Final warning
- Suspension (with or without pay)
- Termination of employment

Each action is communicated in writing and recorded in the employee's file.

3. Right to Appeal

- Employees may appeal the outcome within 5 business days

- Appeals are reviewed by a more senior manager or the HR appeals panel
- A final decision is communicated within 10 business days

B. Grievance Procedure

4. Raising a Grievance

- Employees should attempt to resolve issues informally by speaking to their line manager
- If unresolved, a formal written grievance must be submitted to HR, describing the issue, dates, and desired resolution

5. Grievance Investigation

- HR acknowledges the grievance within 3 business days and begins an impartial investigation
- Involved parties are interviewed confidentially
- Investigation must be completed within 15–10 business days

6. Grievance Hearing & Resolution

- A hearing is conducted to review findings and hear the employee's position
- A decision is made and communicated in writing
- Outcomes may include mediation, corrective action, policy clarification, or disciplinary follow-up

7. Escalation & Appeals

- If dissatisfied with the outcome, the employee may escalate the grievance to the Group HR Committee
- Final review is conducted within 10 business days

Monitoring & Review

The Disciplinary & Grievance Policy is reviewed annually by the CPO, Legal, and Compliance functions. Reviews ensure:

- Legal and regulatory compliance
- Consistency in application across departments
- Protection against retaliation or bias
- Effective resolution timelines and employee satisfaction

Cases involving repeated issues or policy misuse may prompt further investigation or training.

Associated Documents

- Code of Business Ethics
- Employee Handbook
- Whistleblower Protection Policy
- Harassment-Free Workplace Policy
- Disciplinary Action Form
- Grievance Submission Template
- Investigation & Hearing Procedure Guide
- Termination & Exit Policy
- Appeal Request Form

