



GRIEVANCE RESOLUTION POLICY

Date : 7 January 2026
Document No. : i24s-POL-015-2



CONTENTS

1 PURPOSE	2
2 INTRODUCTION	2
3 SCOPE	2
4 POLICY	2
5 LEGISLATION AND STANDARDS	3
6 RESOLUTION OF ISSUES	4
7 GOVERNANCE	4

Document Control					
Version	Reason for Issue	Date	Prepared	Reviewed	Approved
A	Risk Management (Governance and Compliance)	15/2/2023	Anton Pickett, (Operations Manager, Civil & Construction)	Justin Kickett (Executive Director)	Angela Kickett (Executive Director)
1	Review	4/7/2024	Anton Pickett, (Operations Manager, Civil & Construction)	Justin Kickett (Executive Director)	Angela Kickett (Executive Director)
2	Review	7/1/2026	Anton Pickett, (Operations Manager, Civil & Construction)	Justin Kickett (Executive Director)	Angela Kickett (Executive Director)

Any person(s) using i24s Group Pty Ltd's (i24s) documents or data accepts the risks of:

- a) using the documents or data in electronic form without requesting and checking them for accuracy against the original hard copy version; and
- b) using the documents or data for any purpose not agreed to in writing by i24s.

1 PURPOSE

i24s Group Pty Ltd (“i24s”) (“the Group”) (ABN 74 650 861 402), is a 100 per cent owned and operated Aboriginal business. The Group is a leading provider of talent pipeline/workforce solutions, industrial equipment hire and goods, and outreach and advocacy services, for the Mining, Resources, Energy, Infrastructure and Property sectors.

At i24s, we provide a safe, flexible and respectful working environment for all employees, officers and sub-contractors – where we treat people of every background with dignity, courtesy and respect. Striving for a culture of belonging and trust, we aim to provide equitable opportunities for our people.

The purpose of this **Grievance Resolution Policy** (“Policy”) is to establish a framework for individuals to feel comfortable to raise grievances in a transparent, fair and respectful working environment.

2 INTRODUCTION

As a Group that values our people, we honour their right to raise any grievances relating to matters in the workplace, in a mutually respectful and confidential discussion with their Supervisor or the Co-Founders/Executive Directors to i24s.

In addition to this Policy, our Code of Conduct sets out a common framework for how we expect our people to behave and do the right thing.

By employing people from diverse backgrounds and enabling everyone to bring their differences, skills, experiences and perspectives to work, i24s is well equipped to deliver valuable solutions to our clients.

i24s strives to resolve grievances in good faith and by consultation, cooperation, and discussion, and to promote efficiency, effectiveness, and equity in the Group. Some grievances may be serious and unlawful. In seeking to resolve a grievance, i24s may initiate a formal investigation at any stage, regardless of the wishes of the complainant or whether they have formally lodged a grievance.

3 SCOPE

This Policy applies to all Group employees, officers and contractors. When we say “we”, “our” or “us” we are referring to everyone at the Group.

Where appropriate, we will also encourage our clients, joint venture partners, stakeholders and suppliers, including non-i24s employees working for, or representing, i24s on project sites, and community stakeholders to respect this Policy.

4 POLICY

i24s recognises that it is the responsibility of all employees, officers, and contractors, to uphold the right attitudes and behaviours, and when grievances to arise, that they are managed in the abovementioned manner.

The rules outlined below underpin our approach to grievance resolution in the workplace.

- Raise a grievance and engage in the resolution process under this Policy in good faith.

Good faith includes acting truthfully and confidentially throughout the resolution process, not attempting to submit an anonymous grievance, and not making frivolous or vexatious grievances.

- Participate genuinely if an investigation is undertaken and provide truthful answers when required.
- Cooperate in an investigation and are required to provide full and accurate disclosure of any information that they have. (Failure to do so may be considered as failing to follow a lawful and reasonable management direction and may lead to disciplinary action).
- Continue to comply with lawful and reasonable directions while a grievance is being managed, including directions relating to safety, fitness for work, medical assessment and/or alcohol and other drug (AOD) testing (including any client/host site requirements).
- Understand that raising a grievance does not prevent i24s from taking immediate action to manage safety risk (e.g. temporary removal from duty/stand down, arranging safe transport, or restricting duties) while the grievance is assessed or investigated.
- Grievances will be dealt with in a reasonably practicable timeframe.
- Any received anonymous grievance, in the absence of an identifiable complainant, the matter will be unable to be progressed.
- Grievance resolution can be achieved through:
 - conversation and discussion
 - mediation (informal or formal)
 - negotiation; and/or
 - formal Investigation.

Any grievance resolution process shall also be professional and confidential and take into consideration the following guiding principles:

- grievances will be resolved at the lowest possible level;
- grievances will be taken seriously;
- grievances will be dealt with promptly and fairly under the terms of natural justice;
- no employee will be victimised, retaliated against or treated adversely for raising a grievance in good faith, participating in a grievance process, or supporting another person to raise a grievance; and
- all parties to a grievance have the right to have a support person at any time or attend meetings with a support person.

5 LEGISLATION AND STANDARDS

i24s complies with Australian and international legislation and requirements surrounding human rights, diversity, inclusion, equality, discrimination, bullying, harassment and equal opportunity. This includes various legal frameworks to help ensure people are not unfairly disadvantaged on account of traits such as race, ancestry, ethnicity, citizenship, creed, colour, age, physical features, sex, sexual orientation, lawful sexual activity, gender identity and expression, age, physical or mental disability, marital status, family responsibilities, pregnancy, breast feeding, carer responsibilities, religion, political opinion, industrial activity or trade union membership, affiliation, or military status.

Discrimination, bullying and sexual harassment are unacceptable at i24s and are unlawful under legislation including:

- Sex Discrimination Act 1984 (Cth);
- Racial Discrimination Act 1975 (Cth);
- Disability Discrimination Act 1992 (Cth);
- Age Discrimination Act 2004 (Cth); and

- Australian Human Rights Commission Act 1986 (Cth).

Employees who are found to have engaged in such conduct may be counselled, warned or disciplined.

Severe or repeated breaches can lead to formal disciplinary action including termination of employment. Employees can be held personally liable for certain breaches of discrimination law, and i24s can also be liable for our employees' conduct.

6 RESOLUTION OF ISSUES

Information about potential non-compliance with this Policy by i24s, its employees, officers, and sub-contractors, as well as any third parties with whom i24s conducts or anticipates conducting business with, must be reported promptly.

Where a grievance relates to safety-critical issues (including suspected impairment, fitness for work concerns, or AOD testing directions), i24s may manage the matter in parallel under relevant safety, drug and alcohol, fitness for work and disciplinary processes, while still applying fairness and confidentiality.

Employees can report issues relating to discrimination, harassment, bullying or victimisation, by: contacting or speaking to their supervisor; and/or contacting or speaking to any of the Co-Founders/Officers and Executive Directors.

Any employee who has witnessed any discrimination, bullying, sexual harassment, vilification or victimisation should report this to their manager or other responsible people identified above.

We also encourage our clients and stakeholders to report and express their concerns relating to our employee' behaviours and suspected violations of this Policy.

7 GOVERNANCE

The governance of this Policy is overseen by the Group's Officer, Angela Kickett. For further information about this Policy, please contact i24s on +61 8 9209 2090 or admin@i24s.com.au

Angela Kickett

Angela Kickett

Co-Founder/Executive Director

