



# Grievance Policy

Stakeholder-Wide Grievance Policy

**Effective date:** February 2026

**Review cycle:** Biannual

**Approved by:** Director of Harrison Brands Ltd

**HARRISON**  
**BRANDS**

## Grievance Policy

### High Level Summary

We believe speaking up is essential to acting with integrity.

Anyone affected by our work can raise concerns, and we will address them honestly and fairly.

# 1. Policy purpose

This policy sets out how Harrison Brands Ltd receives, addresses, and resolves grievances raised by any stakeholder.

Harrison Brands is committed to fairness, transparency, and accountability. We believe grievances are an essential mechanism for learning, improvement, and trust building. Raising a concern will never be treated as disloyalty or disruption.

This policy applies across all stakeholder groups and replaces grievance processes that were previously limited to employment contexts.

## 2. Scope and who this policy applies to

This policy applies to all stakeholders, including:

- Employees
- Freelancers and collaborators
- Clients
- Suppliers
- Community members
- Professional partners and networks

It applies to grievances relating to:

- Ethical concerns
- Behaviour or conduct
- Marketing or communications practices
- Environmental or social harm
- Governance or decision making
- Breaches of Harrison Brands policies or values

### 3. Principles

All grievances will be handled in line with the following principles:

- Fairness and respect for all parties
- Proportionality to the issue raised
- Timely and considered response
- Transparency of process
- Protection from retaliation

Raising a grievance in good faith will never result in disadvantage or adverse treatment.

## 4. How to raise a grievance

### Grievances may be raised:

- Informally, through conversation where appropriate
- Formally, in writing via email or documented correspondence

### Grievances should include:

- A clear description of the concern
- Any relevant context or evidence
- The outcome being sought, where known

There is no requirement to follow a specific format.

## 5. Escalation pathway

Harrison Brands uses a clear escalation pathway to ensure independence and fairness.

### 1. Initial point of contact

Grievances may be raised directly with the Director of Harrison Brands Ltd.

### 2. Where the grievance concerns the Director

The grievance may be raised with an employee or escalated directly to the Non Executive Directors.

### 3. Independent review

Where a grievance cannot be resolved internally, or where independence is required, the matter is reviewed by the Non Executive Directors.

## 6. Confidentiality and identity

The individual raising a grievance controls how their identity is handled.

- Grievances may be raised openly or confidentially
- The identity of the individual will be disclosed or withheld at their discretion
- Anonymous grievances may be considered, but this may limit the ability to investigate fully

Confidentiality will be respected wherever possible.

## 7. Process and timelines

Harrison Brands commits to the following process:

- Acknowledgement of the grievance within 5 working days
- Initial assessment and response within 10 working days
- Ongoing communication where further investigation is required

Processes are proportionate to the nature and seriousness of the grievance.

## 8. Documentation and transparency

All grievances and outcomes are documented

- Summaries of grievances and resolutions may be shared internally or externally where appropriate
- Personal or sensitive details are redacted at the discretion of the individual raising the grievance

Transparency is prioritised over reputational protection.

## 9. Outcomes and corrective action

Outcomes may include:

- Clarification or apology
- Changes to behaviour or practice
- Policy review or update
- Termination of relationships where appropriate

Grievances are treated as opportunities to improve systems, not just resolve individual issues.

## 10. Review and learning

This policy is reviewed biannually.

Learnings from grievances are used to:

- Improve governance and decision making
- Strengthen policies and processes
- Reduce the likelihood of future harm

## 11. Related policies

This policy should be read alongside:

- Purpose and Stakeholder Governance Policy
- Responsible Marketing and Communications Policy
- Code of Ethics
- Employment Handbook

## Truth matters

Harrison Brands believes that listening, accountability, and humility are essential to responsible business.

We welcome challenge.

We take responsibility.

We learn and act.

**Harrison Brands** recognises that its influence extends beyond its own operations and seeks to contribute positively to wider systems through advocacy, collaboration, and responsible client work.

Through collaboration and authenticity, we uncover the real stories behind brands, crafting narratives that inspire action and create meaningful impact.

We aim to be a force for good, using our expertise to drive honest change and help build a better future for all.

[harrisonbrands.com](https://harrisonbrands.com)

Artificial intelligence was used to support the drafting of this policy. All content has been subject to substantial human input, critical analysis, and editorial judgement. All data, positions, and statements contained within this policy are truthful to the best of our knowledge and have been reviewed and approved by the Director of Harrison Brands Ltd.



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