



Grievance Policy

Stakeholder-Wide Grievance Policy

Effective date: February 2026

Review cycle: Biannual

Approved by: Director of Harrison Brands Ltd

**HARRISON
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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.

This policy is internal in application but is made publicly available to ensure transparency and accountability. Stakeholders are encouraged to provide feedback on its implementation.

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.

4a. Grounds for accepting a grievance

A grievance will be accepted where:

- It relates to activities, decisions, or impacts connected to Harrison Brands
- It is raised in good faith
- It includes sufficient information to assess (even if incomplete initially)

Disclaimers:

- Anonymous grievances are accepted but may limit investigation
- Vexatious / malicious complaints may be dismissed
- Out-of-scope issues may be redirected where appropriate

4b. How to raise a grievance

Grievances may be raised:

- Informally, through conversation where appropriate
- Formally, in writing via email
- Formally, through the grievance reporting form

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.

Grievances may be submitted via email to truth@harrisonbrands.com or through the grievance form available on our website.

Alternative arrangements can be made where needed to ensure accessibility.

Grievance reporting form: www.harrisonbrands.com/wp-content/uploads/2026/05/Grievance-Reporting-Form.pdf

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. Grievance process and timelines

Submission

- Documented through email or grievance form

Confirmation + next steps

- Acknowledgement (within 5 working days)

Initial Assessment (within 10 working days)

- Determine:
 - if grievance is accepted (see Section 4a)
 - level of investigation required

Investigation (typically within 10–20 working days)

- Evidence gathering
- Interviews if needed
- Independent review if required

Resolution Proposal

- Shared with grievant
- Opportunity for response

Final Decision and Action

- Outcome
- Corrective actions defined

Closure and Communication

- Written confirmation
- Timeline for implementation if relevant

Timelines may vary depending on complexity, but updates will be provided at least every 10 working days.

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.

9a. Resolution process

Resolution is facilitated through:

- Dialogue with relevant parties
- Review of evidence
- Independent input where needed (e.g. Non-Executive Directors)

The grievant:

- May be consulted on proposed resolution
- Can clarify desired outcomes

9b. 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

12. Roles and responsibilities

1. Grievance Lead

andy@harrisonbrands.com

The Grievance Lead is responsible for the overall management of the grievance process.

Where a grievance relates to the Grievance Lead, it may be submitted with the request that it is reviewed independently.

2. Grievance Coordinator

celeste@harrisonbrands.com

The Grievance Coordinator supports the effective administration of the grievance process.

The Grievance Coordinator does not determine outcomes unless the Grievance Lead has recused themselves.

3. Non-Executive Directors

debbiedelves@hotmail.com

david@marcus-bishop-associates.co.uk

The Non-Executive Directors provide independent oversight to ensure accountability and fairness.

Role includes reviewing grievances that involve the Grievance Lead.

Conflicts of Interest:

Any individual involved in managing a grievance must declare any actual or perceived conflict of interest.

Where a conflict exists:

- The individual will take no part in the process
- Responsibility will be reassigned to an appropriate party to ensure independence and fairness

Truth matters

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

We welcome challenge.

We value fairness.

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.

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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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