



Consolidated Contractors Company

HR Management Procedure

HUMAN RESOURCES GRIEVANCE PROCEDURE

HR-HE-007

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1. SCOPE

CCC is committed to provide the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question shall be thoroughly investigated and promptly receives response from CCC management.

2. PURPOSE

This Policy has been developed to promote high levels of performance of staff, and to encourage a harmonious and supportive workplace, free of conflicts, harassments, discrimination, or any other form of mistreatment towards employees. If employees disagree with the employment conditions, policies, or practices, or if they feel they are mistreated by others in the Company (including supervisors, peers, subordinates, or other colleagues) they can freely report their concerns using any of the methods specified below:

- Group MGR-HR
- Open Door Policy
- The Whistle Blowing Procedure
- Collective Grievance Procedure
- Collective Grievance Procedure via Trade Unions

3. REFERENCES

- 3.1 CM-LGL-001 Ethics and Compliance Manual
- 3.2 QMP-MOA-040 Human Resources Management

4. DEFINITIONS

Group MGR-HR: Highest approving authority in Group HR function. This may refer to GVP-HR or VP-HR Rewards & Systems or AVP-HR or Manager-HR & Administration.

Grievance: An official statement of a complaint over a practice that the employee believes to be wrong or unfair, including but not limited to living conditions, compensation, harassment, discrimination of any kind, etc.

5. PROCEDURE

Before filing a grievance, employees are encouraged to talk with their direct managers. This is done through an informal meeting with the direct supervisor. If the grievance is about the direct supervisor, then the employee should address the case to HR in their country of employment.

Employees may also opt to revert to any of the reporting procedures mentioned below:

5.1 Group MGR-HR

Employees with grievance can formally report the problem to the Group MGR-HR in Athens Office who shall evaluate the grievance in consultation with other members of management, and, subject to the evaluation, may call for a formal investigation to be conducted by an appointed committee comprising of but not limited to:

5.1.1 Human Resources: Group MGR-HR, one other member from HR Athens Office, and one member from Area HR to which the employee belongs

5.1.2 Functional manager to which the employee belongs.



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5.1.3 Direct Supervisor of the employee when the direct supervisor is not the reason for the grievance.

5.1.4 Other members to be determined, as needed, by Group MGR-HR

5.2 Open-Door Policy

CCC strives to maintain an informal work environment with an open-door policy, where all staff members have a direct access to the top management including CEO & Presidents of the Company. The purpose of our open-door policy is to encourage open communication, feedback, and discussion about any matter of importance to an employee. CCC's open door policy was adopted to develop employee trust and to make certain that important information and feedback reach managers who can utilize the information to make positive changes in the workplace.

Under this policy, CCC guarantees that no employee shall be penalized, formally or informally, for voicing a complaint with CCC in a reasonable manner and further confirms that all efforts shall be exerted to resolve any complaint.

5.3 Whistle Blowing Hotline

Please refer to the Company's Ethics and Compliance Manual CM-LGL-001.

5.4 Collective Grievance Procedure

5.4.1 Stage I

If a group of staff decide they have a collective grievance or dispute with management, this should first be taken up with their immediate Supervisor/Manager informally, who should discuss it with them or their representative/s within three working days and reach a decision.

5.4.2 Stage - II

If the grievance is not resolved to the satisfaction of the staff concerned and they wish to take it further, then they must formally submit their case to Group MGR-HR. The formal submission must cover the following points:

- The specific cause of the grievance.
- The specific staff involved in the grievance (not necessarily by name but in enough detail, i.e. job titles, locations etc. for it to be quite clear who is affected and who is not);
- The name(s) of the representative(s) nominated or elected by the staff to act as their spokesperson/s. A meeting will be arranged as soon as possible or at least within a further five working days, when the staff representative(s) and management will meet to discuss what can be done to settle the dispute.

5.4.3 Stage - III

Where the grievance still remains unresolved, it will be referred to a further meeting involving representatives of management. This meeting will take place as soon as possible and no later than 2 weeks after receipt of the failure to agree. This decision will be notified in writing to the staff and their representatives. The purpose of this meeting will not be to re-hear the grievance but to consider any new facts or information which could change the previous decision on the dispute/grievance.

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5.5 Collective Grievance Procedure via Trade Union

5.5.1 Collective Agreement:

In locations where a trade union is recognized in a workplace, and the Company has a written contractual agreement with the Union which defines the terms and conditions of their work relationship, the Company shall comply with the signed agreement and its provisions to maintain harmonious and mutually beneficial relationships between the Company, the employees and the Union.

5.5.2 Collective Grievance Process and Settlement:

Settlement of a dispute by a third party in instances where a dispute could not be settled through the normal grievance process, the issue goes to a third party; normally the Union who determines whether there has been a violation of the collective agreement and accordingly, the decision of this body will be binding to the Company and the employees. At this point, the matter between the parties is considered resolved and can no longer be raised for discussion.

6. DISTRIBUTION

Any amendments and revisions made to this document shall be communicated in line with CCC's prevailing internal distribution lists.