REDEEMERS HEALTH VILLAGE

Human Resources Department

GRIEVANCE POLICY

Policy Code: HR-POL-027

Date of Issue:	June 2025	**Next Review Date:**	April 28, 2027
Version:	1.0	**Last Review Date:**	April 28, 2026
Author:	Adedayo Bazunu, Acting Chief Human Resources Officer		
Directorate:	Human Resources Department		
Approved By:	Chief Executive Officer | REMCO, RHV Board		
Date Approved:	—		

Relevant Standards

- Labour Act of Nigeria (Cap L1 LFN 2004)
- Principles of natural justice and fair hearing
- RHV Disciplinary Action Policy (HR-POL-005)
- RHV Harassment and Bullying Policy (HR-POL-021)
- ILO Convention No. 154 — Collective Bargaining and Dispute Resolution

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1	Draft	April 28, 2026	New Policy — Board Submission	CHRO
2				
3				

1. Purpose

Every employee of Redeemers Health Village (RHV) has the right to raise concerns, problems, or complaints about their employment and to have those concerns addressed fairly, promptly, and without fear of retaliation. This Grievance Policy provides a structured and transparent mechanism for doing so, distinct from the disciplinary process.

A grievance is any concern, problem, or complaint that an employee raises about their employment, their working conditions, or their treatment by colleagues or management. This policy ensures that all grievances are taken seriously, investigated objectively, and resolved as quickly as possible at the most appropriate level.

2. Scope

This policy applies to all employees of RHV — full-time, part-time, temporary, contract, and locum — as well as volunteers and student placements in respect of matters arising during their engagement with RHV. It covers grievances relating to any aspect of work, including but not limited to:

- Terms and conditions of employment (pay, leave, hours, benefits)
- Working environment, facilities, or equipment
- Treatment by a manager, colleague, or third party — including bullying, harassment, or discrimination
- Application or interpretation of RHV policies
- Workload allocation or working arrangements
- Concerns about health and safety
- Interpersonal conflicts in the workplace

This policy does not apply to concerns about institutional wrongdoing (e.g., fraud, patient safety risks, criminal conduct) those are governed by the RHV Whistleblowing Policy. It is also separate from the disciplinary process, which addresses RHV's concerns about an employee's conduct.

3. Guiding Principles

- All grievances will be treated seriously, handled with sensitivity, and resolved as promptly as possible.
- Employees will not suffer any detriment, retaliation, or disadvantage for raising a grievance in good faith.
- All parties involved in a grievance will be treated fairly and given an opportunity to present their perspective.
- Grievance matters will be kept as confidential as the nature of the concern and the investigation allow.
- Where appropriate, RHV will use the grievance process as an opportunity for learning and systemic improvement.

4. Informal Resolution — Stage 1

Most workplace concerns can and should be resolved quickly and informally at the earliest opportunity, before they escalate. Employees are strongly encouraged to raise a concern informally in the first instance.

4.1 Discussion with Line Manager

The employee should speak directly with their immediate line manager as soon as a concern arises, explaining the problem clearly and what outcome they are seeking. The line manager is expected to listen, take the concern seriously, and attempt to resolve it within five (5) working days of the discussion.

4.2 Where the Line Manager is Implicated

If the grievance concerns the employee's own line manager or if the employee genuinely does not feel able to raise the matter with their line manager they should instead approach the HR Department directly, who will facilitate informal resolution at the appropriate level.

4.3 Mediation

Where informal resolution is not immediately possible, particularly in cases of interpersonal conflict, HR may propose voluntary mediation between the parties. Mediation is a confidential, non-adversarial process facilitated by a neutral third party, which often resolves disputes more quickly and satisfactorily than a formal process. Participation in mediation is voluntary but strongly encouraged.

5. Formal Grievance Procedure — Stage 2

Where informal resolution has been attempted and has not resolved the matter, or where the nature or seriousness of the grievance makes informal resolution inappropriate, the employee may raise a formal grievance.

5.1 Submitting a Formal Grievance

The employee submits a written grievance to the HR Department. The written grievance should clearly set out:

- The nature of the grievance and the specific concerns or complaints
- The date(s) and context in which the issue arose
- Any relevant evidence, documentation, or names of witnesses
- The outcome the employee is seeking

5.2 Acknowledgement

HR will acknowledge receipt of the formal grievance in writing within three (3) working days. The acknowledgement will confirm the name of the person conducting the investigation and an indicative timeline for resolution (ordinarily no longer than 20 working days for an initial hearing and response, except in cases of exceptional complexity).

5.3 Grievance Investigation

A designated HR officer or senior manager, who has had no prior direct involvement in the matter will investigate the grievance. The investigation will involve:

- A formal grievance meeting with the employee, at which they may present their case and be accompanied by a fellow RHV employee or trade union representative (where applicable).
- Separate meetings with any individuals named in the grievance and any relevant witnesses.
- A review of all relevant documents, records, and evidence.

All parties will be informed that the matter is being investigated and are expected to cooperate fully and maintain confidentiality throughout.

5.4 Grievance Decision

Following the investigation, the investigating officer will issue a written decision to the employee within five (5) working days of the conclusion of the investigation. The decision will:

- State the finding, whether the grievance is upheld, partially upheld, or not upheld — with clear reasoning.
- Set out any remedial actions, corrective measures, or changes to be implemented.
- Inform the employee of their right to appeal.

6. Appeal — Stage 3

6.1 Right to Appeal

Where an employee is not satisfied with the outcome of the formal grievance process, they have the right to appeal. The appeal must be submitted in writing to HR within five (5) working days of receiving the formal grievance decision, clearly stating the grounds for appeal. Grounds may include: procedural error in the investigation; new evidence not previously available; or a finding considered unreasonable in light of the evidence.

6.2 Appeal Hearing

The appeal will be heard by a member of senior management who was not involved in the original investigation. Where the original grievance was heard by the CHRO, the appeal will be referred to the CEO or a Board-nominated member. The appeal hearing will be conducted as soon as practicable, ordinarily within 10 working days of the appeal being lodged.

6.3 Appeal Decision

The appeal decision is final. It will be communicated in writing within five (5) working days of the appeal hearing. RHV is not obligated to re-open a matter where an employee remains dissatisfied after a fair appeal process has been completed.

7. Grievances Involving Groups of Employees

Where a concern is shared by two or more employees, they may submit a collective grievance in writing to HR, identifying a nominated spokesperson. The collective grievance will be investigated and resolved in accordance with the same procedure as an individual grievance, with the spokesperson representing the group.

8. Grievances Raised During a Disciplinary Process

Where an employee raises a grievance while a disciplinary process is active, HR will use its judgement to determine whether the two matters can appropriately be addressed concurrently or whether one process should be paused pending the outcome of the other. In general, where the grievance directly relates to the disciplinary matter or the conduct of the disciplinary process, it will be incorporated into the disciplinary appeals mechanism rather than handled as a separate grievance.

9. Confidentiality

All parties involved in a grievance process are expected to maintain confidentiality about the matters discussed and the identities of individuals involved. Breach of confidentiality by an employee during a grievance process may itself constitute misconduct. RHV will maintain confidential records of all formal grievances and their outcomes, retained securely in HR's restricted files.

10. Timelines Summary

Stage 1 — Informal Resolution: Aim for resolution within 5 working days of the concern being raised. Stage 2 — Formal Grievance: Acknowledgement within 3 working days; investigation and decision within 20 working days. Stage 3 — Appeal: Appeal hearing within 10 working days of appeal receipt; decision within 5 working days of hearing. Timelines may be extended in cases of exceptional complexity, with the employee notified in writing.

11. Roles and Responsibilities

Employees

Raise concerns promptly and in good faith; provide full and honest information; maintain confidentiality; cooperate with investigation; use the process as intended and not as a tactical device.

Line Managers

Receive concerns promptly and take them seriously; attempt informal resolution where appropriate; escalate to HR where required; cooperate fully with investigation; never retaliate against an employee for raising a grievance.

HR Department

Administer the grievance process end-to-end; maintain confidential records; provide guidance to all parties; ensure timelines are met; report anonymised trends to management to drive systemic improvement.

Senior Management / CEO

Hear appeals; ensure a culture that values and protects those who speak up about genuine workplace concerns.

12. Monitoring and Review

The CHRO maintains a confidential register of all formal grievances, their nature, and their outcomes. Anonymised trend data is presented to the CEO quarterly and to the Board annually as part of the HR governance report. This policy is reviewed annually by the CHRO.