Bindaree Food Group

Workplace Grievance Policy and Procedure

Version	Amendment Date	Authorised By	Position
4	May 2026	Rowen Winsor	Chief People Officer

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1. Statement

Yolarno Pty Ltd (ACN 002 255 183) and its subsidiaries, known as the Bindaree Food Group (**BFG**) aims to provide a workplace where employees and others in the workplace are treated fairly and with respect. BFG recognises that issues may arise in the workplace that need to be addressed and resolved with the assistance of others. BFG is committed to resolving workplace grievances efficiently and fairly to ensure its people have access to processes for the resolution of genuine personal grievances related to the workplace as set out in this workplace grievance policy and procedure (**Policy**). Employees will not be disadvantaged in their employment conditions or opportunities as a result of lodging a genuinely held grievance.

2. Purpose

The purpose of this Policy is to:

- provide a policy and procedure that is effective and accessible to all BFG employees who genuinely believe they have been subjected to unreasonable, unfair or otherwise inappropriate treatment, action or conduct in the workplace;
- ensure BFG meets its commitment to the care of its people;
- ensure BFG complies with relevant legislation and best practice; and
- ensure BFG employees are aware of the procedure, the standards expected of them and the consequences for breaching them.

3. Scope

This Policy applies to all BFG team members, contractors, consultants and agents, collectively referred to in this Policy as 'team members'. All team members are required to comply with all BFG policies including the BFG Code of Conduct but they do not form part of any team members' employment contract.

Outside of work behaviour

While all team members have a right to privacy, inappropriate conduct occurring outside the workplace and negatively impacting on BFG may result in disciplinary action or a requirement that the conduct cease. Examples include conduct that gives rise to a material risk of damage to BFG's interests; brings BFG into disrepute; is incompatible with the team member's duty to act in good faith to BFG; or damages the relationship between BFG and the team member, or other team members.

4. Supporting Information and Procedures

Grievances

A grievance is any type of problem, concern or complaint related to a team member's work or the work environment. A personal grievance can be about any act, behaviour, omission, situation or decision impacting on a team member, which the team member believes is unfair or unjustified.

A grievance can relate to almost any aspect of employment, for example:

- safety in the workplace;
- staff development or training;
- leave allocation;
- supervision;
- rosters or hours of work;
- performance appraisal;
- transfer or promotion;
- wage or salary levels;
- disputes about the right to disconnect (i.e. unreasonable contact outside of working hours, or adverse action because the employee exercised the right);
- underpayment or other pay discrepancies;
- psychosocial hazards (for example, excessive workload, role conflict, exposure to traumatic content, isolation, poor support).

Other grievances of a serious nature may also include unreasonable and unwelcome workplace conduct which may include workplace bullying, sexual harassment, sex-based harassment, hostile workplace environments on the ground of sex, discrimination or victimisation (for further information please refer to the BFG Respectful Workplace Policy).

Dealing with Personal Grievances

BFG recognises that a team member may not perform to the best of their ability if they feel they are being treated unfairly or are feeling aggrieved. Accordingly, BFG will endeavour to provide a fair and just working environment by aiming to ensure that team members have access to processes for the resolution of genuine personal grievances related to the workplace.

As such BFG will use its reasonable endeavours to:

- encourage team members to come forward with personal grievances;
- deal with personal grievances in a supportive way, without victimisation or intimidation of any person connected with the grievance;
- encourage fairness, impartiality and the resolution of personal grievances in a timely manner and as close as possible to the source of the grievance; and
- have leaders seek to prevent and resolve personal grievances.

Where a personal grievance arises BFG will endeavour, if appropriate, to resolve the dispute in line with the procedures set out in this Policy. The procedures set out in this Policy are intended as a guide only, in each case BFG will determine the actual procedure to be adopted at its discretion and in consideration of the circumstances as a whole. As such BFG may skip certain steps where this is appropriate.

Self Management

If a team member feels comfortable doing so, they should address the issue directly with the person concerned. A team member should identify the offensive behaviour or issue, explain that the behaviour is unwelcome and/or offensive and ask that the behaviour stop. It may be that the person was not aware that their behaviour was unwelcome or caused offence.

Self-management may not be appropriate if it puts a team member at risk, or if the problem is with a group rather than one individual. *This is not a compulsory step.*

Reporting a Grievance

If the team member does not feel comfortable talking to the person(s) involved, or they have attempted to and it was ineffective in resolving the grievance, or if there is no other person involved in the grievance, the team member should report the grievance as soon as possible.

A team member can report a grievance:

- to their direct leader;
- using Solve, BFG's online hazard or incident management system (this process offers an anonymous reporting option also);
- to a team member of the People and Culture or Workplace Health and Safety team; or
- to an external organisation.

For QLD-based team members - additional pathway

At BFG's Burleigh Heads (QLD) and Brisbane (QLD) sites, the site Sexual Harassment Prevention Plan describes additional reporting pathways and risk management measures. This Plan is available to all team members at induction and from your local People and Culture or WHS contact.

Anonymous reporting

Where a person wishes to make an anonymous report, they must state that preference at the beginning of the report.

While BFG accepts anonymous reports, it is noted that:

- BFG's preference is for reports not to be made anonymously;
- anonymous reports may be ineffective in changing a pattern of unreasonable or unwelcome workplace conduct;
- capacity to act on an anonymous report is likely to be limited to providing general information; and
- BFG cannot guarantee that anonymity will be preserved if the complainant's identity becomes known to it.

BFG may have duties to disclose the identity or suspected identity of a complainant in certain circumstances - for example, where there is an immediate risk to the health and safety of any person, including the complainant, or if BFG considers it should or is required to report an incident to the police.

Reporting to an external organisation

BFG aims to create an environment where reports of unreasonable and unwelcome workplace conduct can be addressed and resolved internally. However, BFG recognises that, depending on the circumstances, workers may choose to report unreasonable and unwelcome workplace conduct to an external organisation. Examples include:

- Australian Human Rights Commission - www.humanrights.gov.au
- Fair Work Commission - www.fwc.gov.au
- Fair Work Ombudsman - www.fairwork.gov.au
- State or territory discrimination or equal opportunity commission
- Safe Work Australia and state WHS regulators (SafeWork NSW, Workplace Health and Safety Queensland)
- Office of the Australian Information Commissioner (privacy-related complaints) - www.oaic.gov.au
- BFG's preferred Employee Assistance Program (EAP), union, or other employee representative.

Responding to a Grievance

When evaluating each report of unreasonable and unwelcome workplace conduct BFG will ensure a tailored response that:

- adopts a trauma-informed approach, including that the safety and wellbeing of the complainant, or other potentially impacted persons, is a priority;
- conforms with its legal duties;
- is proportionate to the report and the circumstances, and fair and equitable to all parties;
- where appropriate, preserves the working relationships of the parties involved;
- where appropriate, addresses any interpersonal conflict or grievance associated with the report in accordance with this Policy;
- identifies, assesses and controls any risks to health, safety and equality in accordance with BFG's risk management framework; and
- for grievances involving sexual or gender-based harassment, follows the four-step risk management process outlined in the *Work Health and Safety (Sexual and Gender-based Harassment) Code of Practice 2025*: identify hazards, assess risks, implement control measures, and maintain and review control measures.

BFG acknowledges that there is no one-size-fits-all approach to dealing with reports of unreasonable and unwelcome workplace conduct. For this reason, BFG, in its absolute discretion, reserves the right to address and manage a report in a manner it considers appropriate in the circumstances. BFG is committed to ensuring natural justice in all dealings with people involved in a report of a grievance.

Informal procedure

The informal procedure involves a range of informal actions to resolve the grievance. Possible actions include, but are not limited to:

- the Contact Person discussing the issue with the person against whom the complaint is made; and/or
- the Contact Person facilitating a meeting between the parties,

in an attempt to resolve the issue and move forward.

Many personal grievances can be resolved through the informal procedure. However, in circumstances where the Contact Person considers the informal procedure is not appropriate and the grievance is sufficiently serious, the grievance may be escalated to the formal procedure.

Formal procedure (Investigation)

If the grievance is not able to be resolved through the informal procedure or the informal procedure is not appropriate, the formal procedure may be commenced. The formal procedure involves a formal investigation of the grievance and a decision about appropriate actions and outcomes. The investigation generally involves collecting information about the grievance and then making a finding based on the available information. Once a finding is made, the leader, the relevant party, or an external investigator will make recommendations about the grievance.

Work to Continue

If BFG considers it appropriate for the safe and efficient conduct of an investigation, team members may be:

- required not to report for work during the period of an investigation;
- provided alternative duties or work during the investigation period;
- directed to work from a different location, report to a different supervisor or manager, work in a different team or perform different duties.

Generally, team members will be paid their normal pay during any such period.

All persons affected by the grievance are expected to co-operate with BFG to ensure the efficient and fair resolution of the grievance.

Possible Outcomes

BFG will at its sole discretion determine whether any outcomes (disciplinary or otherwise) are appropriate. The outcomes will depend on the nature of the grievance and the procedure followed to address the grievance.

Where an investigation results in a finding that a person has engaged in conduct in breach of a BFG policy, that person may be disciplined. The type and severity of disciplinary action will depend on the nature of the grievance and other relevant factors. Where the investigation results in a finding that the person complained against has engaged in serious misconduct, this may result in instant dismissal.

Any disciplinary action is a confidential matter between the affected person(s) and BFG.

BFG expects all reports made under this Policy to be made in good faith and with reasonable cause. Disciplinary processes, or other sanctions having regard to the nature of the complainant's relationship with BFG, may be commenced if a report is found to be frivolous or vexatious.

BFG may take a range of other non-disciplinary outcomes to resolve a grievance. Examples include, but are not limited to:

- training to assist in addressing the problems underpinning the grievance;
- monitoring to ensure that there are no further problems;
- implementing a new policy;
- requiring an apology or an undertaking that certain behaviour stop; and/or
- changing work arrangements.

Where a grievance involves underpayment of wages or entitlements, BFG will rectify any verified underpayment promptly.

Victimisation

Disciplinary action will be taken against any person who victimises or retaliates against a person who has lodged or is involved in a personal grievance issue under this Policy. Such action may include termination of employment.

General protections

Adverse action against a team member because they have made or are involved in a grievance is also prohibited. Where the grievance concerns the right to disconnect, the right itself is a workplace right protected under the general protections.

Access to Support

The team member can seek advice from their Manager, Supervisor or a support person at any stage during the grievance process. The team member can bring a support person to a grievance meeting if so desired. In some cases BFG may offer additional formal support in the way of counselling.

5. Support

Team members can access support through:

- Employee Assistance Program (EAP);
- Union or employee representatives; or
- designated support persons during meetings or investigations.

6. Confidentiality

Information shared about reports of unreasonable and unwelcome workplace conduct will generally be limited to those who need to know about the matter to help resolve it and to prevent further incidents occurring. Where possible in the circumstances, reasonable endeavours will be made by BFG to protect the identity of persons impacted, including the complainant or complainants, the alleged perpetrator or perpetrators, and any witnesses.

There may be times when BFG cannot meet a person's request that a report goes no further than the person to whom the report was made. This will be particularly the case where there is an ongoing risk to health or safety, or the report involves senior officers or persons with significant power or influence, or systemic unreasonable and unwelcome workplace conduct.

BFG expects that all persons who report unreasonable and unwelcome workplace conduct, participate in a process for resolving and/or investigating the report, or are the subject of the report, keep all details of the issues confidential until BFG has completed its internal processes. Failure to do so may result in disciplinary consequences or sanctions. Disclosures may, however, be made as reasonably necessary to individuals BFG considers are required to assist in management or investigation of the matter, or where there is an imminent risk to health, safety or equality.

Privacy

Personal information collected through grievance handling is managed in accordance with BFG's Privacy Policy and the *Privacy Act 1988* (Cth). BFG will maintain confidentiality throughout the grievance process, sharing information only on a need-to-know basis.

7. Responsibilities

It is an expectation of all team members that:

- all team members are treated fairly and equitably, which includes not being subjected to harassment, discrimination, bullying, victimisation and vilification;
- try to resolve grievances where they feel safe to do so;
- report grievances, especially unreasonable or unwelcome workplace conduct;
- not make a report under this Policy vexatiously or without reasonable cause or grounds; and
- not victimise any person who has made a report under this Policy.

It is further the expectation of all Leaders to:

- role model appropriate standards of conduct at all times;
- be proactive in the avoidance and elimination of unreasonable and unwelcome workplace conduct in connection with BFG's business or undertaking;
- treat reports of grievances, especially unreasonable and unwelcome workplace conduct, seriously and take steps to action them promptly, in accordance with this Policy and other related policies;
- take reasonable steps to ensure that their team is aware of and understands this Policy; and
- proactively manage psychosocial hazards in their team.

8. Supporting Documents

There may be other relevant legislation and BFG documents that may apply to this Policy from time to time. Team members are encouraged to familiarise themselves with related policies and resources, including:

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- Code of Conduct
- Employee Handbook
- Respectful Workplace Policy and Procedure
- Workplace Health, Safety and Well-being Policy
- Privacy Policy
- Whistleblower Policy
- Fair Work Information Statement
- Casual Employment Information Statement
- Fixed Term Contract Information Statement *(for fixed term contracts entered into on or after 1 November 2025)*
- National Employment Standards
- Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024
- Work Health and Safety (Sexual and Gender-based Harassment) Code of Practice 2025
- (For QLD sites) Sexual Harassment Prevention Plan
- Australian Human Rights Commission "Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984 (Cth)"

9. Review and Variations

This Policy will be reviewed regularly to ensure ongoing compliance with legislation and best practices. BFG is committed to continuous improvement in its grievance management processes.

BFG reserves the right to vary, replace or terminate this Policy from time to time.