
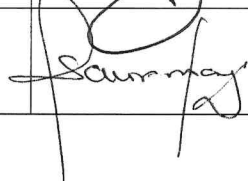




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TEMBO NICKEL CORPORATION LTD

GRIEVANCE PROCEDURE

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1. APPLICATION

This code and procedure apply to all employees of Tembo Nickel Corporation. It also applies to contractors working for Tembo Nickel. This code needs to be applied in its full context without any exemption.

2. DEFINITION:

Aggrieved Employee: An employee/contractor that raises a concern in relation to his/her working environment or specific treatment they have received or not received by another Employee or contractor.

Grievance: Mechanism for an employee/contractor to raise their concern in relation to unfair treatment.

3. GRIEVANCE PROCEDURE:

GENERAL PRINCIPLES

1. This Grievance procedure does not replace other available grievance mechanisms that exist in accordance with the company's Code of Business Conduct and Ethics and other relevant Policies.
2. Any employee/ contractor who has a grievance is entitled to make use of the Grievance procedure until when the matter is handled, and an aggrieved employee/contractor is happy with the process and the outcome.
3. A grievance is any feeling of dissatisfaction or unfair treatment which an employee/contractor may experience in relation to their employment which he/she has been unable to resolve informally.
4. The purpose of the Grievance Procedure is to enable employees and contractors to have their grievances resolved fairly, quickly, and as close to the point of original as possible.
5. Employees and Contractors may lodge grievances without fear of victimisation.
6. Normal earnings will be paid to employees and Contractors (by the contractor) and their representatives for time spent in resolving grievances with the provisions of this Grievance Procedure.

4. INFORMAL GRIEVANCE PROCEDURE

1. In the interests of maintaining good working relations, an aggrieved employee or a contractor is encouraged to first discuss any grievance verbally with his/her immediate Leader/Manager unless if it would be unreasonable to expect an employee or a contractor to do so. Where the grievance concerns that immediate Leader/Manager, an employee or a contractor should raise his/her grievance with the Manager above the immediate Manager.
2. Where the immediate Leader/Manager fails to resolve the grievance to the satisfaction of the aggrieved employee or a contractor, that employee/ contractor will have the right to raise the grievance directly to the Head of Human Resources
3. If the Head of Human Resources fails to resolve the grievance to the employee or contractor satisfaction, an employee/contractor may follow the formal grievance channel.

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5. FORMAL GRIEVANCE PROCEDURE

1. An employee/ contractor may lodge a grievance by completing the prescribed grievance form and submitting it to HR Department. This may be done within 3 working days from the date on which the grievance arose, or from the date on which the last attempt to solve the grievance.

through informal grievance procedure.

2. The HR Department will take the necessary statements from the aggrieved employee/contractor and any witnesses if applicable.
3. After receiving the Grievance statements the Head of Human Resources will advise the Head of Department of that employee that a Formal Grievance has been lodged. If the HOD has a solution to the grievance, a meeting should be convened with the HOD and the aggrieved employee/contractor and his or her representative if required as soon after the lodging of the grievance. If the grievance is resolved to the satisfaction of the aggrieved employee/contractor, the outcome of the meeting will be documented on the grievance form and signed by the Head of Department, aggrieved employee/contractor and witnessed by the HR Department. The HR Department will keep records of the findings. The Head of Department should aim to finalise the grievance and present the outcome within 10 working days.
4. At any stage of the grievance process a decision may be made that the issues raised by the aggrieved employee/contractor may warrant a formal investigation and/or a disciplinary enquiry. In this event, the process outlined in the Disciplinary Procedure must be followed.
5. If aggrieved employee/contractor is still not satisfied with the outcome of the grievance on completion of the Grievance process, that employee/ contractor will have the right to appeal against the outcome of the grievance in the Appeal process outlined in the Disciplinary Procedure.



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GRIEVANCE REPORTING FORM

Name of Employee/Contractor _____ ID NO: _____

Company: _____ Position _____

Grievance against: _____ Department/Company _____

Details of Grievance

Solution thought:

Signature: _____ Date: _____

Received By: _____ Signature: _____ Date: _____

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GRIEVANCE HEARING FORM

Name of Chairman _____ ID NO: _____ Date _____

Complainant: _____ Position _____

Alleged Offender: _____ Department/Company _____

Supervisor of alleged Offender: _____

Details of Hearing and Decision reached.

Grievance closed/ Grievance no closed (if not closed, refer the matter to HR for next step)

Chairman Signature: _____

Complainant Signature: _____

Alleged Offender Signature: _____

Witness Signature: _____

- HR must file this form in alleged offender personal file

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