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Any member of staff or any other stakeholders of our Group are actively encouraged to report any grievance they may have in terms of personal, group, community, environmental or any other issues whereby they believe KBZ Group's behavior infringes on human rights, health and safety, stakeholder relations or any other issues of concern. Grievances may be made by an individual or group on their own behalf, or on behalf of others.

We support and actively encourage any member of staff, local communities, interest groups, local authorities or any other stakeholders or interested parties to let us know whenever there might be an act of conduct contrary to our Code of Conduct or other policies. This includes behavior that may affect the Group's interests as well as any acts that impact on the wellbeing of our staff or other stakeholders.

This policy is designed to help the Group, employees of all subsidiaries, as well as third parties/other stakeholders to deal with grievance situations effectively in the workplace or in the local vicinity where communities or other stakeholders may be affected. We strongly believe in reaching out and engaging with all those impacted in any way by our business activities. We welcome dialogue and guidance from all stakeholders to ensure we follow the highest standards of responsible business activities. KBZ Group is committed to being a world leader in ethical business standards in accordance with our motto, 'The Strength of Myanmar'.

KBZ Group believes good employment practices stem from appropriate recruitment, high standard training opportunities, rewarding excellent performance, strong communications and regular consultation with staff and other stakeholders. But first and foremost, we need to ensure all our staff have a safe and conducive working environment, free from health hazards, harassment, unreasonable working conditions or any other impediments restricting them from maximising their potential. We aim to achieve this through regular training, monitoring and evaluating working conditions and implementing changes to improve any flaws. This will help us to demonstrate our respect and appreciation towards our staff. We want to listen to their ideas, views and concerns. As a large organisation, we appreciate that challenges will arise. With a workforce of more than 80,000 staff, we need to have a rigid process in place whereby grievances of wrong-doing can be effectively reported without any risk of jeopardy for the complainant or aggrieved party. We prefer to manage such concerns at an early stage through open and honest communication between parties involved. However, where this cannot be resolved, we offer various avenues for aggrieved parties to follow.

In such a circumstance whereby grievance issues are raised, we ensure that:

- ❖ •No employee will suffer demotion, penalty or other reprisals for raising concerns about their personal complaints or those of others in terms of violations of any element of the Code of Conduct, other KBZ policies or any other issues where they deem a party to have been mistreated in any way.
  
- ❖ •There is channel assuring full confidentiality and/or anonymity and two-way communication with the raiser of a grievance complaint. The first reporting contact should be through an immediate superior if appropriate. Alternatively, the HR Manager in a particular subsidiary. At Group level, we also offer support through a central Legal & Compliance/HR Department if required.
  
- Parties can report a grievance complaint regarding any situation where they feel they have been mistreated. This includes, but is not limited to the following:
  - o ➤ Sexual harassment;
  - o ➤ Unreasonable working environment;
  - o ➤ Health & Safety issues;
  - o ➤ Unfair terms and conditions of employment;
  - o ➤ Unfair reprimand or dismissal;
  - o ➤ Withholding of pay, bonuses or other benefits due;
  - o ➤ Restrictions of freedom of association;
  - o ➤ Unreasonable working hours;
  - o ➤ the deliberate concealment of any of the above matters or other acts of wrong doing

For more information on your employment rights or human rights in the workplace, refer to the KBZ Code of Conduct and the relevant policies on the Group website. Alternatively contact Legal & Compliance Department directly with any queries.

We value our employees as our greatest asset. As such, we will take all grievance complaints with the utmost sincerity and will act on them as a priority. We are committed to recruiting and retaining a high calibre workforce and to do so, we need to ensure that our staff is well taken care of and proud to work for KBZ.

In all cases where a grievance complaint is being assessed, individuals or parties will be treated with respect and will have the right to support from work colleagues, union members or a legal representative.

Independent mediators may be engaged in more serious cases as deemed appropriate. The formal procedure to deal with grievance complaints will be followed at all times providing clarity to all involved.



# GRIEVANCE POLICY

