The Business Supplies Group
Equality and Diversity Policy
Version 2.1

1. Introduction

1.1 This document sets out our policy on equality and diversity.

1.2 The Business Supplies Group (hereinafter the company) has introduced this policy as confirmation of the commitment to ensuring equality and diversity and to the prevention of discrimination.

1.3 We are particularly concerned that equality and diversity is maintained in the following areas:

1.3.1 in the workplace,

1.3.2 when providing services to clients,

1.3.3 in our dealings with third parties.

1.4 This policy also explains how the company will handle complaints, the potential consequences of noncompliance, monitoring procedures and training.

1.5 This policy does not form part of any employee's contract of employment. We may amend it at any time and decide to follow a different procedure where it is considered appropriate.

1.6 If you are in any doubt or have any concerns about the application of this policy in any particular instance or situation, please consult the Head of Human Resources as soon as possible.

2. Statement of principle

2.1 The company's statement of principle on equality and diversity is: The company is committed to a policy of treating all its employees, workers, and job applicants equally. No employee or potential employee will receive less favourable treatment because of any "protected characteristic", namely:

2.1.1 Age (or perceived age),

2.1.2 Disability (past or present),

2.1.3 Gender reassignment,

2.1.4 Marriage or civil partnership status,

2.1.5 Race, colour, nationality or ethnic or national origins,

2.1.6 Religion or belief,

2.1.7 Sex,

2.1.8 Sexual orientation.

No employee or potential employee will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds.

The company is committed to promoting, valuing, and managing diversity and ensuring equality for all employees. The company desires to attain a workforce that is representative of the communities from which it is drawn.

These principles of equality and diversity also apply to the manner in which we treat clients, our business partners and visitors.

2.2 Employees are expected to work with the company towards these aims. In certain circumstances, an employee can be personally liable for discrimination against a fellow employee or a job applicant.

2.3 Other company policies, such as those dealing with harassment and bullying, maternity, paternity, adoption, emergency time off for dependents and parental leave are set out in the Employee Handbook, which is available on SharePoint.

3. Application of this policy

3.1 The principles set out in this policy apply:

3.1.1 in the workplace,

3.1.2 outside the workplace in a work-related context, such as on business trips, customer or supplier events or work-related social events.

4. Who is responsible for equality and diversity?

4.1 All persons associated with the company are responsible for promoting equality and diversity.

4.2 The company is committed to attaining effective equality and diversity and will ensure adequate resources are available to meet equality and diversity needs.

4.3 The Head of Human Resources is responsible for:

4.3.1 devising and developing this equality and diversity policy,

4.3.2 monitoring and reviewing the company's equality and diversity arrangements,

4.3.3 building a culture of equality and diversity awareness through training and education,

4.3.4 providing assistance to individuals and/or teams who have responsibility for specific equality and diversity actions,

4.3.5 reporting regularly to the company on equality and diversity issues.

4.4 Special responsibility for the practical application of the company's equality policy falls on managers and supervisors involved in the recruitment, selection, appraisal, promotion, supervision and training of employees as well as the way their terms of employment are fixed.

4.5 Every employee is personally accountable for the implementation of the company's equality policy, which includes the treatment of job applicants, employees (including former employees), clients, and visitors. This is described in greater detail below.

5. Discrimination, victimisation, and harassment

5.1 There should be no discrimination, whether direct or indirect, based on any of the protected characteristics listed in the company's Statement of principle on equality and diversity (see above).

5.2 The types of discrimination that are prohibited are:

5.2.1 direct discrimination,

5.2.2 indirect discrimination,

5.2.3 victimisation,

5.2.4 harassment.

5.3 Direct discrimination is the unfavourable treatment of an individual based on a protected characteristic. An example of this is paying someone less because of their sex or because they belong to a particular racial group. 'Because of' is very wide and includes less favourable treatment based on a perception of another person, for example, that the person is homosexual, or is disabled, whether or not this perception is correct and even if the perpetrator knows that his perception is, in fact, wrong. It also includes less favourable treatment because someone is associated with another person who has a protected characteristic.

5.4 Indirect discrimination is treating people in the same way but in a way that adversely affects those with a protected characteristic. An example of this is telling all employees that they must work late at night- although applied to everyone, it will adversely affect those employees with childcare responsibilities, and these tend to be women.

5.5 Victimisation is treating someone less favourably because they have asserted their right not to be discriminated against because of a protected characteristic. An example of this is an employee claiming they had been discriminated against on the grounds of their disability and then their manager deciding when they left not to give them a reference because they had claimed disability discrimination.

5.6 Harassment is unwanted conduct, related to a protected characteristic, which has the purpose or effect of creating an intimidating, hostile, degrading, humiliating or offensive environment for someone or violating their dignity. Harassment may also be of a sexual nature or may occur because someone has harassed the victim and the victim either rejects or submits to it and, because of that rejection or submission, that person treats the victim less favourably. More information on what can constitute harassment is set out in the company's harassment and bullying policy.

6. Equality and diversity in the workplace

6.1 We will appoint, train, develop, reward, and promote based on merit and ability.

6.2 Recruitment and selection

6.2.1 The following principles will apply whenever recruitment or selection for positions takes place, whether externally or internally:

6.1.1.1 Individuals will be evaluated based on their personal capacity to perform a specified task,

6.1.1.2 Assumptions that only certain types of people will be able to perform certain types of work must not be made,

6.1.1.3 Any qualifications or requirements applied to a job which have or may have the effect of inhibiting applications from certain types of people will be retained only if they can be justified in terms of the job to be done,

6.1.1.4 Any age limits applied to a job will be retained only if they can be objectively justified in terms of the job to be done-in most cases this will not be the case and managers should consult the Head of Human Resources if considering an age limit for a particular post,

6.1.1.5 Individuals will be evaluated based on their personal capacity to perform a specified task,

6.1.1.6 Selection tests will be directly related to job requirements and will assess a candidate's actual or innate ability to perform the job or educate for it,

6.1.1.7 Selection tests will be reviewed on a regular basis to ensure their continued relevance and absence of unjustifiable bias in content or scoring mechanism,

6.1.1.8 Applications from different types of people will be processed in the same way and the same questions asked at the interview,

6.1.1.9 Written records of interviews and reasons for appointment and non- appointment will be kept,

6.1.1.10 Interview questions will be relevant to the job requirements,

6.1.1.11 Where any provision, criterion or practice for recruitment and selection puts disabled people at a substantial disadvantage due to a reason connected with their disability, reasonable adjustments will be made to eliminate or, if that is not reasonably practicable, reduce the disadvantage. This could, for example, be making different interview arrangements for an applicant with mobility problems or arranging for facilities for applicants with sight or hearing impairments,

6.1.1.12 Decisions regarding the method of recruitment or selection or who is recruited or selected will be made only by a person who has read and understood this.

6.1.1.13 Ensuring all job postings use inclusive and neutral language.

6.1.1.14 Clearly stating the company's diversity commitment on job advertisements.

6.1.1.15 Providing job descriptions in accessible formats for applicants with disabilities.

6.2 Promotion, transfer and training

6.2.1 The following principles will apply to appointments for promotion, transfer, and training:

6.2.1.1 Assessment criteria and appraisal schemes will be carefully examined to ensure they are not discriminatory, whether directly or indirectly,

6.2.1.2 Assessment criteria and appraisal schemes will be monitored on a regular basis and, where such criteria or schemes result in predominantly one group of workers gaining access to promotion,

transfer or training or being awarded a particular appraisal grade, they will be checked to make sure this is not due to any hidden or indirect discrimination,

6.2.1.3 Promotion and career development patterns will be monitored on a regular basis to ensure that access to promotion, training and career development opportunities is not denied to specific groups or types of employees,

6.2.1.4 Traditional qualifications and requirements for promotion, transfer, and training, such as duration of service, years of experience or age may discriminate against certain workers and will need to be objectively justified by reference to the job requirement,

6.2.1.5 Where any provision, criterion or practise relating to promotion, appraisal, transfer, or training places disabled workers at a substantial disadvantage for because of their disability, reasonable adjustments will be made to eliminate or, if that is not reasonably practicable, reduce the disadvantage. For example, this could be making training available for a disabled worker in a different way, in a different location or at a different time.

6.2.2 To ensure equal access to career growth opportunities, The Business Supplies Group has established:

6.2.2.1 Standardised promotion criteria based on merit, skills, and experience.

6.2.2.2 Transparent career development pathways that clearly outline eligibility requirements for promotion.

6.2.2.3 Regular internal audits of promotion decisions to ensure equity across all demographics.

6.2.3 The Business Supplies Group ensures that performance assessments are free from bias by conducting structured reviews.

6.3 Terms of employment, benefits, facilities, and services

6.3.1 The following principles apply to terms of employment, benefits, facilities, and services:

6.3.1.1 The terms of employment, benefits, facilities, and services available to the employees will be reviewed regularly to ensure that they are provided without unlawful discrimination,

6.3.1.2 Part-time workers will receive pay, benefits, facilities, and services on a pro-rata basis to their full-time comparator unless otherwise objectively justified. Managers who are responsible for part-time workers should, in particular, take advice from the Head of Human Resources when assessing pay (including any bonuses) and benefits for part-time workers,

6.3.1.3 Where any provision, criterion or practice relating to terms of employment, benefits, facilities, and services puts disabled workers at a substantial disadvantage due to a reason connected with their disability, reasonable adjustments will be made to eliminate or, if that is not reasonably practicable, reduce the disadvantage. Managers who are responsible for part-time workers should, in particular, take advice from the Head of Human Resources when assessing pay (including any bonuses) and benefits for disabled workers.

6.3.2 Moreover, The Business Supplies Group is committed to pay equity and ensures compliance through:

6.3.2.1 Conducting annual Sex pay gap analyses, comparing salaries across job levels and functions.

6.3.2.2 Using a standardised pay methodology to prevent Sex-based salary discrepancies.

6.3.2.3 Implementing corrective action plans where pay gaps are identified.

6.4 Grievances, disciplinary procedures, dismissals, and redundancies

6.4.1 Employees who, in good faith, bring a grievance (or assist another in doing so) either under this policy or otherwise in relation to an equality and diversity matter will not be disciplined or dismissed or otherwise suffer any adverse treatment for having done so.

6.4.2 No member of a particular group of employees will be disciplined or dismissed for performance or behaviour which would be overlooked or condoned in another group unless there is valid and lawful justification for the differential treatment.

6.4.3 Redundancy criteria and procedures will be thoroughly examined to ensure they are not applied and do not operate in an unlawfully discriminatory manner.

6.4.4 The provision of any voluntary redundancy benefits will be equally available to all workers unless there is a valid and lawful justification for doing otherwise.

7. Disability policy

7.1 It is our policy that disabled people, including job applicants and employees, should be able to participate in all our activities fully, on an equal basis with non-disabled people.

7.2 Due to the broad variety of potential disabilities and the likelihood of a disability affecting different people in different ways, it would be inappropriate to have rigorous rules on how issues concerning disabled people should be dealt with. What is essential, however, is that all managers, supervisors and all employees with HR responsibilities take all reasonably practical steps to ensure that disabled people are not less favourably treated or disadvantaged than nondisabled people in relation to their work or working environment or by any provision, criterion or practice utilised by the company. Managers and supervisors need to be aware in particular that an employee on long-term sick leave or with intermittent sickness absence may be disabled.

7.3 The company is particularly concerned about the equal treatment of disabled employees in the following areas:

7.3.1 recruitment and selection,

7.3.2 promotion, transfer, and training,

7.3.3 terms of employment, benefits, facilities, and services,

7.3.4 dismissals, resignations, and redundancies.

7.4 For the purpose of this policy, disabilities are either physical or mental impairments that have a substantial and long-term effect on a person's ability to carry out normal day-to-day activities. Particular conditions such as HIV and some forms of cancer are covered from the point of diagnosis and do not have to be long-term. Please contact the Head of Human Resources for additional information regarding the scope of normal day-to-day activities and the status of particular illnesses.

7.5 Some disabilities are immediately obvious, for example, the use of a wheelchair, while other disabilities may not be apparent at all, for example, HIV infection. Certain conditions are not considered to be disabilities, for example, poor eyesight that is corrected simply by wearing prescription spectacles, or addiction to alcohol or other substances. If you would like further information about whether a particular condition is a disability you should contact the Head of Human Resources.

7.6 The general equality and diversity principles set out earlier in this policy will apply in relation to disabled people regardless of whether they currently have a disability or have had a disability in the past.

7.7 The company will take all reasonably practicable steps to ensure that disabled people are able to participate in business and activities on an equal basis with non- disabled people.

7.8 The company will not, for a reason relating to a person's disability, treat disabled people less favourably than we treat, or would treat, others to whom the same reason does not or would not apply unless that treatment would be justified.

7.9 If any provision, criterion, or practice used by or on behalf of the company, or any physical feature of premises occupied by the firm, puts disabled people at a substantial disadvantage compared to non-disabled people, we will take such reasonably practicable steps as we can to prevent this disadvantage. This is known as the duty to make reasonable adjustments.

7.10 The following general steps should always be considered where issues concerning disabilities arise or may arise:

7.10.1 be flexible-there may be many different ways to avoid discrimination or to minimise the effects of discrimination; a small adjustment may be all an employee needs,

7.10.2 evaluate any performance or attendance problems in the context of the person's disability and its effect on their ability to meet performance and attendance targets,

7.10.3 do not make assumptions-whenever possible talk to the disabled person to find out how their disability affects them and what steps they think might help,

7.10.4 do not discipline or dismiss a disabled employee for performance or attendance-based reasons without first establishing whether the employee's performance or attendance is affected by the disability and that reasonable adjustments to accommodate the disability have been made,

7.10.5 seek expert advice-disability issues can be complicated, and we may need expert medical advice about a person's disability, or expert technical advice about adjustments to technology or premises that could assist the disabled person, think ahead-try to anticipate the effects that practices, policies, and

procedures may have on disabled people, even if there are no disabled employees at the time, to prevent problems from occurring in the future.

8. Other underprivileged groups

8.1 It is our commitment that individuals from underprivileged groups, including but not limited to single mothers, minorities, and formerly incarcerated individuals, shall have equal opportunities to fully participate in all our activities on an equal basis with others.

8.2 Recognising the unique challenges faced by individuals from underprivileged groups, the company is dedicated to taking all reasonably practical steps to ensure that they are not less favourably treated or disadvantaged in relation to their work or working environment.

8.3 The general equality and diversity principles outlined in this policy apply to individuals from underprivileged groups, regardless of their background or previous circumstances.

8.4 The company will take all reasonably practicable steps to ensure that individuals from underprivileged groups can participate in our business activities on an equal basis with others.

8.5 The company will not, for reasons related to an individual's underprivileged background, treat them less favourably than others.

8.6 If any company practice, policy, or procedure places individuals from underprivileged groups at a substantial disadvantage compared to others, we will take reasonable steps to prevent this disadvantage. This includes the duty to make reasonable adjustments as necessary.

8.7 When addressing issues related to underprivileged groups, we should always consider the following general steps:

8.7.1 Be Inclusive: Strive to create an inclusive environment where individuals from underprivileged groups feel valued and supported.

8.7.2 Evaluate Holistically: Consider the unique challenges and circumstances faced by individuals from underprivileged backgrounds when evaluating performance or attendance.

8.7.3 Engage in Open Dialogue: Communicate with individuals from underprivileged groups to understand their needs and preferences and take their input into account when making decisions.

8.7.4 Seek Expert Guidance: Seek expert advice, when necessary, to address the specific challenges faced by individuals from underprivileged groups.

8.7.5 Forward Thinking: Anticipate and address potential issues that may arise for individuals from underprivileged backgrounds, even if there are no such employees currently, to proactively prevent problems in the future.

9. Complaints procedure

9.1 The company's Grievance procedure is available to any employee who believes that they may have been subjected to unjust discrimination. Please see the Head of Human Resources for a copy of the Grievance procedure. The harassment complaints procedure set out in our harassment and bullying policy is also

available to any employee who believes that they may have been harassed or bullied. Employees will not be victimised in any way for making such a complaint in good faith. Complaints of this nature will be dealt with promptly, fairly, openly, effectively, seriously, and in confidence.

10. Equality and diversity in our relations with clients

10.1 Any reference in this policy to clients includes current, past, and potential clients.

10.2 The company will treat our clients fairly and equally at all times.

10.3 The company will not unlawfully discriminate against our clients.

10.4 The company is generally free to decide whether to accept instructions from any particular client. Where it is decided not to accept instructions, this will not be based on any protected characteristics.

10.5 The company will take steps to ensure that the diverse needs of our clients are met. Where necessary, we will devise procedures to deliver services that meet specific needs arising from clients' ethnic or cultural background, Sex, religion or belief, sexual orientation, disabilities, age, or other relevant factors. The company will do so only where this is permitted by the relevant anti-discrimination legislation.

10.6 The company will take seriously any complaint of discrimination by or on behalf of a client and act promptly to investigate.

10.7 The company will communicate this Equality and diversity policy to clients via our Terms of Business and our website.

11. Failure to comply

11.1 All employees must be aware of and adhere to this policy. They may be liable to disciplinary action if they fail to comply with its provisions or related policies and procedures.

11.2 Disciplinary action will be taken against any employee who is found to have committed an act of unlawful discrimination. Serious breaches of this policy and serious incidents of harassment and bullying will be treated as gross misconduct. Unjustified allegations that are not made in good faith may also be considered a disciplinary matter.

12. Monitoring and Review

12.1 The Head of Human Resources is responsible for this policy and for overseeing equality and diversity monitoring, records, and improvement actions.

12.2 The company will monitor the effectiveness of this policy and review it at least annually to ensure that it remains appropriate and is implemented consistently.

12.3 Objectives, Targets and Key Performance Indicators

For the reporting period ending 1 November 2027, performance will be compared with the previous reporting period where comparable records exist. Where a reliable prior-period baseline is not available, The Business Supplies Group will establish and document the baseline during the current reporting period rather than retrospectively estimating performance.

Qualitative objective: The Business Supplies Group is committed to maintaining an inclusive workplace in which employees and applicants are treated fairly, discrimination and harassment are prevented and addressed, access to recruitment, promotion, training, benefits, and career development is based on merit and ability, and reasonable adjustments are considered where required.

A. Equality, Diversity and Inclusion Training

Target: By the 1st of November 2027, The Business Supplies Group will ensure that 100% of employees complete annual equality, diversity, discrimination, and harassment prevention training, including expected standards of behaviour, protected characteristics, reporting routes, and responsibilities for raising or responding to concerns.

Measurement: Number and percentage of employees completing the relevant training, together with completion dates and training records.

B. Fair Promotion and Career Development

Target: By the 1st of November 2027, The Business Supplies Group will ensure that 100% of promotion decisions made during the reporting period are documented and reviewed against standardised, merit-based criteria to support equitable access to promotion and career development opportunities.

Measurement: Number of promotion decisions made, percentage supported by documented criteria and review records, and any corrective actions identified through the review.

C. Recruitment and Selection

Target: By the 1st of November 2027, The Business Supplies Group will ensure that 100% of recruitment and selection exercises use role-relevant and non-discriminatory criteria, with interview or selection records and reasons for appointment or non-appointment retained where applicable.

Measurement: Number of recruitment exercises completed and percentage supported by documented selection criteria, interview records, and appointment decisions.

D. Equality and Diversity Complaints

Target: By the 1st of November 2027, The Business Supplies Group will ensure that 100% of equality, discrimination, harassment, or victimisation complaints received through the applicable grievance or complaints procedures are logged and reviewed, with investigation and documented corrective or remedial action completed where appropriate.

Measurement: Number of relevant complaints received, logged, reviewed, investigated, substantiated, and closed, together with corrective or remedial actions taken.

E. Reasonable Adjustments

Target: By the 1st of November 2027, The Business Supplies Group will ensure that 100% of requests for reasonable adjustments relating to recruitment, employment, training, performance, workplace access, or other relevant activities are reviewed and documented, with the outcome and agreed actions recorded where applicable.

Measurement: Number of reasonable-adjustment requests received, reviewed, agreed, implemented, declined with documented reasons, or remaining open at the end of the reporting period.

F. Equality Monitoring and Pay Equity

Target: By the 1st of November 2027, The Business Supplies Group will complete at least one formal annual equality and diversity monitoring review, including recruitment, promotion, pay and remuneration, training, appraisals, grievances, disciplinary action, dismissals, and other relevant workforce indicators. The Company will also complete its annual sex pay gap analysis and document corrective actions where material disparities are identified.

Measurement: Completion of the annual monitoring review and sex pay gap analysis, together with the indicators reviewed, material findings, and any improvement or corrective actions recorded.

12.4 Monitoring Areas

The company will continue to review and analyse equality and diversity performance in the following areas:

- recruitment and promotion;
- pay and remuneration;
- training;
- appraisals;
- grievances;
- disciplinary action;
- dismissals and other reasons for leaving;
- client complaints; and
- approved counsel, experts, and suppliers.

12.5 Workforce Diversity Monitoring

The company collects data for new starters to help understand the diversity of the workforce and to identify whether further action may be needed to support an inclusive culture.

Equality and diversity information may be recorded about employees and directors on the basis of age, gender, ethnicity, disability, and other relevant characteristics where appropriate. Any such information will be handled as confidential personal data, used for equality and diversity monitoring, and access will be restricted to authorised personnel.

The company may also monitor sexual orientation, religion, or beliefs where this can be done appropriately and without causing offence or discomfort to employees and directors.

12.6 Corrective Action and Annual Review

The company will take appropriate action where monitoring identifies breaches of this policy, barriers to equal opportunities, material disparities, or areas requiring improvement. Information and/or training will be provided where changes to this policy affect employees.

13. Training

13.1 The company will ensure that all managers and supervisors with responsibility for managing employees, supervising client matters, and dealing with third parties are provided with appropriate equality and diversity training.

13.2 All employees will receive appropriate training on the company's equality and diversity policy, including:

- regular training for existing employees;
- training for new employees at induction; and
- updates following any changes to the policy that affect employees.

14. Governance and Review

The Head of Human Resources, supported by relevant managers, will maintain the records required to demonstrate implementation of this policy and track progress against the equality and diversity objectives, targets, and KPIs.

Performance against the equality and diversity KPIs will be reviewed at least annually. Training completion, recruitment and promotion reviews, complaints, reasonable adjustments, workforce monitoring, pay-equity analysis, and identified improvement actions will form part of the review.

This policy will be reviewed annually and updated where business activities, workforce needs, legislation, organisational priorities, or equality and diversity requirements materially change. Any material changes will be approved by senior management or the Board of Directors, as appropriate.

15. Policy Queries

15.1 Any queries relating to this policy should be directed to the Head of HR via email at hr@tbsg.co.uk.

16. Policy Approval and Version Control

This Equality and Diversity Policy is approved and endorsed by TBSG senior management. All relevant employees are expected to apply the equality, diversity, non-discrimination, and fair-treatment principles set out in this policy.

Approved by: Sophie Marsh - Head of HR

Approval date: 23/09/2026

Signature:



Version control

Date issued	Version number	Date reviewed	Approved
04/05/2025	1	04/05/2025	S Marsh
04/05/2025	2	04/05/2026	R Whittal
23/09/2026	2.1	23/09/2026	S Marsh

Annex 1. Grievance Register Template

1. General Information

- Grievance Register Number: [Unique ID]
- Date of Complaint: [DD/MM/YYYY]
- Name of Complainant (Optional for Confidentiality): [Employee ID or Anonymous]
- Department/Location: [Specify]
- Name of Respondent (If Applicable): [Employee ID or Department]

2. Grievance Details

- Type of Grievance:
- Incident Description: [Provide a brief summary of the complaint, including date, location, and persons involved]
- Supporting Evidence (If Any): [Documents, emails, witness statements, etc.]
- Immediate Action Taken by the Complainant (If Any): [Yes/No - Provide details]

3. Investigation and Resolution Process

- Date Complaint Received by HR: [DD/MM/YYYY]
- Assigned Investigator/Committee Member: [Name & Position]
- Investigation Start Date: [DD/MM/YYYY]
- Investigation Method:
- Findings and Outcome: [Summarise key findings and whether the complaint is substantiated, partially substantiated, or unsubstantiated]
- Corrective Actions Taken: [Specify any disciplinary actions, mediation, policy updates, or training recommendations]
- Resolution Date: [DD/MM/YYYY]
- Follow-up Required? [Yes/No - If yes, specify next steps]

4. Training and Preventive Measures Implemented

- Number of Employees Trained on Prevention of Discrimination and Harassment (As a Result of This Case): [Specify]
- Policy/Procedure Changes Implemented: [Yes/No - Provide details]
- Additional Support Provided to Complainant (If Any): [Counselling, Mentorship, Career Support, etc.]

5. Closure and Review

- Complainant Notified of Outcome? [Yes/No - Specify Date]
- Respondent Notified of Outcome? [Yes/No - Specify Date]
- Case Closed by HR Representative: [Name & Date]
- Grievance Register Entry Status: [Open/Pending/Resolved]

6. Summary of Trends and Insights

(To be completed by HR quarterly to identify trends and patterns in grievances and adjust policies accordingly)

- Total Number of Grievance Cases Logged This Quarter: [Number]
- Most Common Types of Grievances: [Specify]
- Percentage of Cases Resolved Within Target Timeframe: [Specify]
- Policy and Training Adjustments Recommended: [Yes/No - Provide details]

Confidentiality Notice: This grievance register is strictly confidential and should only be accessed by authorised personnel. Personal data will be anonymised where necessary to ensure privacy and compliance with data protection regulations.