
COMMUNITY GRIEVANCE MANAGEMENT PROCEDURE

1. CONTEXT OF THE PROCEDURE

This document establishes a new approach to community grievance management procedures at the Compagnie Minière du Bafing (CMB). It describes improved mechanisms for communities and other stakeholders in handling and resolving complaints or claims related to the nickel mine operations of the Founbesso, Moyango and Viala Project. This mechanism will be free to use and ensure the prompt and satisfactory resolution of complaints and claims.

If a grievance directly affects a member of the communities, this mechanism may, if necessary, strongly involve the Comité de Développement Local Minier (CDLM), through its Conflict Prevention and Management Commission, in the search for a solution.

2. PURPOSE OF THE PROCEDURE

The objectives of this management procedure are:

- To provide project-impacted individuals and other stakeholders with accessible procedures for the resolution of grievances and disputes, including the possibility of third-party adjudication,
- Identify and implement mutually appropriate and acceptable corrective actions to resolve all grievances and disputes,
- And avoid, to the extent possible, the need to resort to legal proceedings.

3. TYPES OF GRIEVANCES AND DISPUTES

With the development of the CMB mining project in the Bafing region, grievances could emerge in the following areas:

- **Land acquisition and compensation**
 - ✓ Misidentification of the owner/occupant of eligible assets,
 - ✓ Errors in counting crops and other property assets,
 - ✓ Complaints about tariffs and entitlement policies.
- **Relocation**
 - ✓ Impacts of site construction,
 - ✓ Entitlement to relocation,
 - ✓ Problems with replacement homes and community structures
- **Operations**
 - ✓ Impacts of plant operations,
 - ✓ Environmental impacts,

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- ✓ Damage caused by company or staff vehicles,
 - ✓ Encroachment on private property.

- **Community Relations**

- ✓ Impacts on social issues,
- ✓ Employment demand,
- ✓ Distribution of benefits.

There are a wide variety of other possible issues. All of these may generate requests for compensation or changes in company policy and procedures that appear to negatively impact the surrounding communities. For all these possibilities, a process must be in place to respond in a timely and professional manner.

4. THE GRIEVANCE MANAGEMENT PROCESS

The grievance process is represented in a flow chart (Appendix 1). This process provides for a variety of alternative routes for final resolution of grievances at a local level or, if no resolution is reached, refer to the court. If the aggrieved party reaches the extreme of pursuing legal action, the grievance is effectively resolved by this system and must be inserted by the company's legal counsel for follow-up as a new case. The information contained in the grievance management procedure and tracking system would be available so that previous records can be called up at any time, if necessary, in the judicial process.

5. THE GRIEVANCE MECHANISM

The project has defined procedures to be followed to ensure that complaints and grievances from affected people and stakeholders are handled in a responsible manner, to the satisfaction of all parties. This grievance management procedure was developed by the CMB's Social Responsibility department and is incorporated into the overall stakeholder participation plan. In this way, grievance management is consistent and uniform for all community members and other stakeholders.

6. FLOWCHART OF THE GRIEVANCE MANAGEMENT PROCESS

Aggrieved persons always have the right to appeal the grievance in the procedure, if they are not satisfied with the proposed resolution. This includes two levels of possible appeals:

- Those that can be resolved between the mine and the aggrieved party through the internal appeal.

- Those that are covered by a lawyer or an appeal to the courts in Cote d'Ivoire,

The challenge is that all grievances can be resolved without recourse to the court system.

6.1 First Level of the Mechanism

Anyone can receive a grievance about the mine at any time. All staff should be involved in finding a solution and should know who the designated grievance officer is within the CSR Department - either the officer is referred directly by the complainant, or a third party collects the relevant information and passes it on.

Several key community leaders and representatives of the local government or devolved authorities are also entitled to have grievances referred to them, which they will pass on to the grievance officer for follow-up.

Where this is not possible, any CMB worker who receives the initial grievance should consider whether they can take action to resolve the grievance immediately. If the problem is minor and can be resolved by providing information, the BMC worker must be formally authorised by the CSR department to take the initiative to respond at that time.

Immediately resolved or not, the grievance should be documented on the standard grievance reporting form and forwarded to the CSR Department Grievance Officer. The grievance officer then enters the information into the grievance management database and tracking system (the electronic logbook), refers the case to the appropriate member of the CSR department for resolution and begins a follow-up with the griever.

The griever's name and contact details are recorded for follow-up on the grievance. The Grievance Officer will, where possible, raise the issues in a discussion with the griever to ensure responsiveness and to obtain additional information or clarification.

All grievances must be in writing on the standard grievance notification form. If an aggrieved person is unable to write or enter by telephone, the grievance is written on their behalf.

The Grievance Officer who recorded the grievance will read it and explain it in writing to the aggrieved person to confirm that the facts of their grievance are correct. The Grievance Officer checks whether the grievance is new or refers to a previous grievance.

New grievances are entered into the management and monitoring system. Pending resolution, grievances are checked weekly for status.

Each person who submits a grievance should receive a written response within seven (07) calendar days, with the proposed resolution of the grievance or with information on the status of the grievance and an estimated date of resolution. Where possible, these responses should be delivered in person by a member of the CSR Department staff. Final resolution should be given no later than twenty-one (21) calendar days after the initial submission of the grievance.

❖ Grievance Coding

Each grievance is identified by an eight (08) digit file number. The first six digits represent the date of the grievance: the year (02 digits), the month (02 digits), and the day (02 digits). The last two digits represent the order of the grievances received on that day, thus the fifth (05) grievance received on June 22, 2022- would have the Code: 220622-05. The Grievance Officer files all grievances and supporting documents chronologically in a cardboard file.

These physical files are stored in the CSR department office. All pending cases should be kept in a designated file drawer and when each case is resolved, the file is then moved to another drawer designated for closed case files. The pending case files are divided into 5 groups with one group for each week's cases and the last group being all cases still pending beyond the 21-day limit at the start of a new week. Ideally, no files will be in this last group and if there are any, they should receive priority attention to close them as quickly as possible.

The company undertakes to respond to each grievance, within one week, or seven (07) days, otherwise with a final resolution and at least an update on the status of the response to the griever. The Grievance Officer will photocopy and forward any grievance form and associated backup documentation to a relevant member of staff who is to respond to the grievance. The member of staff may be from any part of the organisation or from a contracting organisation. He or she should be the person most directly involved with the issue and with the authority to resolve the grievance. He or she could be a member of the company's human resources and corporate responsibility staff or operations departments or contracting companies.

The Grievance Officer will request that the person conducting the investigation provide a report on the results of the investigation and the proposed resolution or, alternatively, the status of the investigation, within five (5) days so that a response or update can be provided to the griever within seven (7) days.

The Grievance Officer sends a reminder to the person responsible for investigating the complaint after five days and copies their departmental head and the CSR Manager. Thereafter, weekly reminders are sent until a response is given. Where no response has been given after two weeks, the CSR Manager and the Director General should note this, in addition to the Head of Department who has the case, that the grievance response is delayed.

The Grievance Officer shall communicate the results of the investigation to the aggrieved person in writing. This response will provide a proposal for resolution of the grievance or complaint or inform the aggrieved person that the company needs more time to consider the matter. All results should also be forwarded to the CSR Manager for information. If the resolution is accepted, the Grievance Officer must have a copy of the signed or certified response, fingerprinted by the complainant for the files.

The Grievance Officer updates the grievances, the tracking system for resolved cases and moves the physical files to the firm files.

In some cases, the grievance may be of a level of complexity or potential cost implications that should be referred to a senior management group for review and resolution. The group would consist of three (03) to five (05) members appointed by the Director General or may even include the Director General at large.

The CSR Department shall hold weekly meetings to review all pending grievances. It may suggest appropriate responses and approaches to resolve complaints received during the week.

People get angry not knowing whether their complaint has been lost or is being processed. Even for cases that cannot be resolved in seven (07) days, complainants should be informed, as to what action has been taken and when they can expect a response.

6.2 Second Level of the Mechanism

If the grievance is not resolved to the satisfaction of the griever through the first step of the mechanism, the next option is to have the case heard by *the Independent Grievance Committee*. This committee will be composed of three (03) and a maximum of seven (07) members, including:

- 01 Representative of CMB,
- 01 Representative of the public administration,
- 01 Representative of the CDLM,
- Members of the local traditional authorities.

The committee would meet on a case-by-case basis, monthly or fortnightly as required or if the volume of grievances to reach this level is significant.

The grievance officer will issue a written response to the complainant with the proposed solution as determined by the committee. The written response and form shall be hand delivered to the griever who shall acknowledge receipt and agree to the resolution. If the complainant refuses to accept the proposed resolution, he/she is invited to submit the complaint with any additional information, and the process is repeated. If the complainant has no additional information that can be added, the matter will not proceed.

The Grievance Officer updates the grievance management database, the tracking system and sends all actions required for the resolution of the complaint to the person responsible for carrying out the required actions with a copy to the appropriate supervisor.

6.3 Third Level of the Mécanism

❖ Legal Option

Hoping that all grievances will be resolved through the two levels of the above mechanism, the aggrieved person has the right to pursue the matter through the appropriate arbitration or legal body (Judiciary). There are alternative bodies for dealing with disputes when any other arbitration procedure fails.

If a case is presented by the legal adviser of the aggrieved person, or an unresolved complaint is referred to a lawyer in court for further action, the correspondence should be referred to the CMB legal advisor and copied to the CORPORATE's legal advisor.

At the request of the CMB Legal Advisor, the Grievance Officer or CSR Manager should appear before the court at any time when a question of law is raised.

If the court system confirms that the grievance is legitimate, the Grievance Officer shall immediately initiate the administrative procedure to redress the grievance. This is a legal decision that must be authorised by the WCD legal department in case the company may need to appeal the court decision.

7. GRIEVANCE MONITORING AND MANAGEMENT SYSTEM

The importance of good information management regarding grievances cannot be overestimated. This is fundamental to the proper management and administration of the grievance process. Maintaining the grievance tracking and management system allows for regular updating and accurate reporting. The system can be set up to produce several reports specifically designed to meet the management needs of the information and communication department.

If a database program is used, the software can be programmed to automatically send email alerts to staff members in charge of various files to inform them of deadlines that are approaching or have passed.

The database software is also capable of allowing access to various levels and authorities to groups of users or individuals. For example, the Grievance Officer could enter the basic information from the original form and the various steps taken along the way to resolution, but it might only be at the level of a senior manager's authority to confirm the resolution of an individual grievance. The system in this way can ensure that there is verification and that grievance officers cannot simply close a grievance as resolved but must verify the resolution with the appropriate manager entering the information into the system.

Hard copies of all grievance forms and letters will be kept in chronological order by the Grievance Officer. Electronically scanned copies of all documents, including photographs, may be included in the database for immediate retrieval and reference at any time.

8. MONITORING OF RESULTS

The performance of the grievance process will be monitored as part of the internal and external monitoring process. Regular summary reports on the management of grievances, including the number of grievances received by each department and the number of resolved and unresolved cases should be produced and disseminated on a regular basis.

Grievance summary forms and reports will be provided to internal and external monitoring and evaluation officers to enable the evaluation of performance in relation to grievance management.

9. COMMUNICATIONS

The CSR department will develop and distribute a leaflet describing the grievance management process and inform community members of the alternative channels available for expressing grievances and complaints or for registering disputes. The leaflet will include a

form for submitting a grievance and will provide information on how and where to send the form.

Regular reports and evaluations should be provided to communities on the grievance management process, including the number of grievances managed and the average response time, as well as the percentage of cases in which satisfactory results were achieved at the different levels of the process.

6. ACKNOWLEDGEMENT

All employees are required to read or be trained in the policy and, if they agree, to sign the acknowledgement of the policy.