



Disciplinary Process

Objective:

This disciplinary process aims to ensure fair and consistent handling of employee performance and behavioural issues. The steps outlined provide a clear progressive process, allowing employees opportunities to correct their behaviour while ensuring the company maintains a high standard of conduct.

1. Initial Advisory (Email Advisory)

- **Trigger:** Observations from store visits, discussions, trade auditor feedback, attendance, punctuality, or similar issues.
 - **Action:** A formal email is sent to the employee, outlining the concerns and expectations for improvement.
 - **Purpose:** This serves as an informal advisory, providing the employee an opportunity to correct the issue without formal disciplinary action.
-

2. First Written Warning

- **Trigger:** Further infractions similar to those mentioned in the Email Advisory or more serious issues that warrant immediate escalation.
 - **Action:** A formal written warning is issued, clearly stating the infraction and the consequences of not improving.
 - **Note:** In cases of severe infractions, this step may be the first disciplinary action, skipping the Email Advisory.
-

3. Final Written Warning

- **Trigger:** Continued infractions following the First Written Warning or a serious issue that requires immediate attention.
 - **Action:** A final written warning is issued, outlining the previous warnings and the next steps if no improvement is made.
 - **Note:** Depending on the severity, this step may follow the First Written Warning directly, or it may be initiated for a serious first-time offence.
-

4. Formal Disciplinary Hearing

- **Trigger:** Additional infractions following the Final Written Warning, or any severe issue that warrants a hearing.
- **Procedure:**
 1. **Enquiry Letter:**
 - Sent to the employee, detailing the specific concerns.
 - The employee is required to respond in writing via email within 48 hours.

- **Note:** If a Sunday or public holiday falls within the response period, the deadline is extended to the next business day.

2. **Hearing Letter:**

- After receiving the response (or if no response is received), a hearing letter is sent, scheduling the hearing at a specific date and time.
- The employee is allowed to bring an internal witness to the hearing.

3. **Hearing Outcomes:**

- **Suspension:**
 - If suspension is the outcome, HR prepares a Suspension Letter (3 to 5 days suspension without pay).
 - After suspension, an Expectation Letter and a Personal Performance Improvement Plan (PIP) are issued to the employee.
 - **Termination:**
 - If termination is the outcome, HR prepares a Termination Letter.
-

5. **Second Hearing**

- **Trigger:** Repeat offences following the First Hearing or another severe issue.
 - **Procedure:**
Follow the same process as outlined in the Formal Disciplinary Hearing (Step 4).
-

Important Notes

- **Legal Review:**
 - Any issue that could result in termination must be reviewed by the Company's attorney to determine the appropriate course of action.
- **Documentation:**
 - All disciplinary actions should be documented and filed, ensuring a clear record of each step taken in the process.