



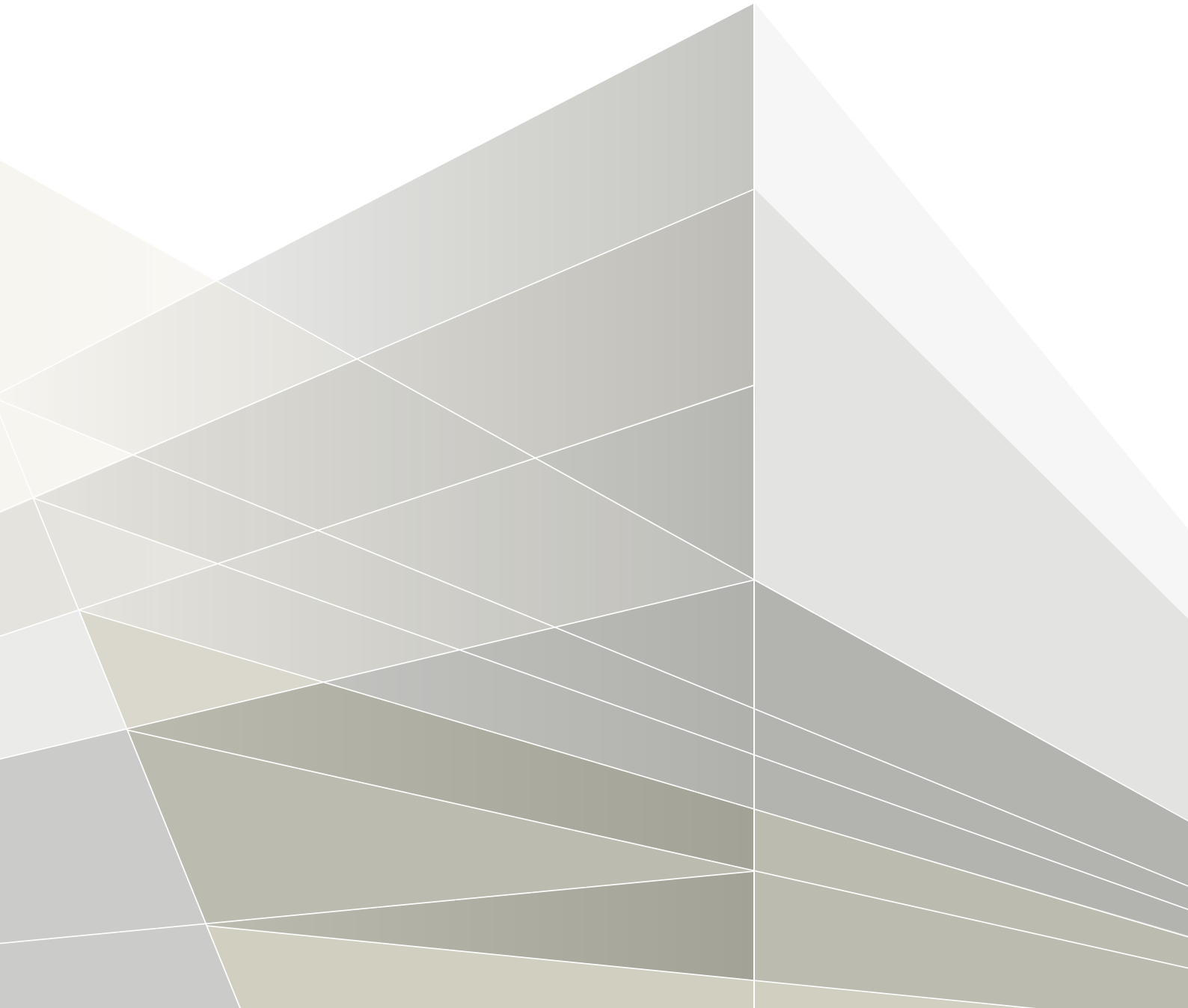
# DISCIPLINARY POLICY

## Policy Document

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## 1. General principles

We aim to ensure that our people behave in a way that ensures everyone, including our customers and suppliers, are treated fairly and without bias or discrimination. We encourage behaviour that supports and fosters self-discipline and promotes our code of conduct.

Where deemed appropriate, disciplinary measures may be taken when people behave in a way that detracts from our ability to deliver a quality service to our customers, contradicts our code of conduct or in any other way perceived to adversely affect our company, objectives or good reputation.

This policy establishes an equitable and consistent approach to addressing unsatisfactory work performance and/or conduct by:

- › ensuring the counselling takes place to reinforce the expected performance or conduct standards
- › establishing a process under which warnings may be issued and discussed
- › providing for disciplinary action where performance or conduct does not improve.

## 2. Definitions

*Counselling:* The discussion and analysis of issues which affect an employee's conduct and/or work performance in an attempt to find solutions to on-the-job problems. Counselling is used to improve an employee's performance where their behaviour or conduct is unacceptable or unsatisfactory.

*Disciplinary action:* Action taken by the company to deal with any actual or perceived breach of policies, codes or other standards of work performance and/or conduct.

*Misconduct:* Behaviour so serious in its nature that it may warrant severe discipline of the employee by the employer including but not limited to instant dismissal.

## 3. Rights and responsibilities

All persons have the right to have the principles of natural justice and procedural fairness observed, this means:

- › the employee who is the subject of concern must be informed of all the allegations in relation to his/her behaviour
- › the employee must be provided with the opportunity to put forward their case
- › all parties must have the right to be heard
- › all relevant submissions and evidence must be considered
- › irrelevant matters must not be taken into account
- › the decision-maker must be impartial, fair and just
- › investigations and proceedings that are conducted honestly, fairly and without bias
- › no undue delay in investigations and proceedings.

It is the responsibility of all parties involved in counselling or disciplinary action to participate fully in the resolution process in good faith. Confidentiality must be respected and maintained at all times within the constraints of the need to fully investigate the matter, subject to any legal requirements for disclosure and consistent with the principles of natural justice.

#### 4. Procedure

- 4.1 Identify the problem and notify the person of the problem immediately. A lag here could imply your acceptance of poor performance or unacceptable behaviour.
- 4.2 Discuss the problem and investigate the cause. Conduct formal or informal counselling – a private meeting/interview is generally appropriate to discuss the reasons. The person may not necessarily be aware of the problem.
  - 4.2.1 Get a response/reason/explanation. Be prepared to give a fair hearing of and proper consideration to any reason or excuses given.
  - 4.2.2 Negotiate outcomes (e.g. training).
  - 4.2.3 Set a period for review.
  - 4.2.4 Make the person aware of the consequences of noncompliance with requirements, for example:
    - › Your future employment may be reviewed (first warning)
    - › Your employment WILL be terminated (final warning).
- 4.3 Document the outcome.

The person should be allowed to see, sign and make any comments on this file note.

Concentrate on the facts of the situation and the clear quantifiable measurements to support these facts. Ensure there is evidence for facts and figures. This requires good record-keeping to be an essential part of the process, and therefore to also be a part of the management practice of the business.
- 4.4 Monitor change. The person should be allowed time to demonstrate improvement, in line with the review period and standards set at the counselling meeting.
- 4.5 If the behaviour persists, act as per the notified consequences.

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