Resolving Issues at Work

Policy

NatWest Group

Last update: 30 September 2026

We regularly update this document. Make sure you have the latest version by downloading it from the intranet.

This policy is not contractual and is subject to change at NatWest Group's discretion. It will be reviewed from time to time to make sure it continues to meet the Group's legal obligations and business needs. We aim to follow this policy in a fair and consistent way. However, we may adapt how we apply it where appropriate to reflect the nature of the issue, keep matters moving, or avoid unnecessary duplication. We'll always explain what approach we're taking and why.

Who's this for?

This policy applies to **employees and line managers in Great Britain, Northern Ireland, Republic of Ireland and Offshore (Jersey, Guernsey, Isle of Man and Gibraltar)**.

It **does not apply** to agency workers or contractors.

How should you use this policy?

- ☑ This policy is organised across **information for all colleagues (employees and line managers)** outlining core policy principles to support employees who are making complaints/raising a grievance or have been the subject of a complaint/grievance.

- ☑ The policy also outlines **information specific to line managers** on how to support employees who are making a complaint/raising a grievance or have had a complaint/grievance raised against them.

- ☑ We **encourage line managers to read all sections** of the policy to understand the end-to-end journey for employees and ensure they are best placed to support them.

Where to go for more further support

If you have any questions on the grievance process, **Colleague Centre** is available for guidance.

Raising concerns in the workplace can be stressful, and it's important we support you throughout every stage of a People process.

Our Wellbeing Hub (Human Resources > Wellbeing) provides a range of useful information including details of our Employee Assistance Programme which offers advice, information and support on a wide range of health and wellbeing issues you may be facing. It's a free and confidential service available to you and your immediate family members (subject to eligibility) 24/7.

If you're away from work, you can also access our Wellbeing Hub and find information regarding our Employee Assistance Programme on NatWestGroupPeople.com.

If you need support throughout the grievance process, including agreeing suitable meeting arrangements, allowing extra time or making adjustments for a health condition, it's important you let us know as early as possible and we'll consider requests on a case-by-case basis to help you engage fully.

Related content

- ☑ If the nature of the complaint relates to Bullying, Harassment or Discrimination, you should read our Anti Bullying, Harassment and Discrimination Policy (Human Resources > Working Here > Anti Bullying, Harrassment and Discrimination).

- ☑ If you want to understand more about how mediation works, you can find more information through **Colleague Centre**.

- ☑ If you want to understand more about the disciplinary process, you can find more information through **Colleague Centre**.

- ☑ If you want to understand more about how to raise systemtic wrongdoing, take a look at Speak Up (Working Here > Speak Up)

Contents

1. Understanding resolving issues at work 4

1.1. General principles 4

1.2. Issues covered by this policy 4

1.3. Issues NOT covered under this policy 4

1.4. Collective Grievances 4

2. The resolving issues at work process 5

2.1. Assistance through Colleague Centre 5

2.2. Resolution Options 5

2.3. Appealing the Decision 7

2.4. Appealing the decision with an independent third party (for colleagues in Northern Ireland and Republic of Ireland only) 7

3. Representation during meetings 7

4. Confidentiality 8

5. Use of technology in the grievance process 8

6. Overlapping People policies or processes 8

7. Post-Employment complaints 8

1. Understanding resolving issues at work

1.1. General principles

- The Group is committed to dealing with concerns quickly, fairly, sensitively, at the appropriate level, and in line with our legal requirements. It is in everyone's interest to ensure that we prevent issues from escalating so that we can continue to devote our efforts to satisfying the needs of our customers.
- We're committed to making sure that all employees have a working environment free from issues where individuals are valued for their contribution and can develop to their full potential.
- In most cases, it can be possible, and we encourage employees to resolve issues informally through open and honest discussion, however if this isn't possible, a formal process can be followed.
- All outcomes of the Resolving Issues at Work Policy are non-financial, and the process isn't in place to extract any financial gain or compensation.

1.2. Issues covered by this policy

- An issue/grievance at work may relate to, but not be limited by, areas such as:
    - Health and safety
    - Relationships at work (excluding issues relating to bullying, harassment (including sexual harassment) and discrimination)
    - Organisational changes
    - Terms and conditions of employment
    - Working environment

1.3. Issues NOT covered under this policy

- Flexible working requests (under the Flexible Working Policy)
- Redundancy process matters (under the Redundancy Policy)
- Disciplinary process matters (under the Disciplinary Policy)
- Change in work location (under the Flexible Working Policy)
- Change in working hours (under the Flexible Working Policy)

If issues/grievances arise relating to any of the above circumstances, the appeals process as outlined in the relevant policy should be followed.

1.4. Collective Grievances

A collective grievance is a grievance raised on behalf of two or more employees by a representative of a recognised trade union or other appropriate workplace representative. Where this occurs, the following will happen:

- All employees involved in the collective grievance agree on a nominated employee (or employees) to represent them throughout the grievance process.
- The standard grievance procedure as outlined in the policy applies, with the nominated employee(s) representing their colleagues throughout the dispute. They may be supported by the recognised union.
- If the grievance cannot be resolved through the standard procedure, and if the Group and the recognised union agree, the matter may be referred to the Advisory, Conciliation and Arbitration Service (ACAS) (for Great Britain), the Labour Relations Commission (for the Republic of Ireland) or Labour Relations Agency for conciliation (for Northern Ireland).

An employee cannot:

- Raise a collective grievance about a grievance which has already been raised formally on an individual basis.
- Raise an individual grievance about a grievance which has already been raised formally on a collective basis where they are part of this collective grievance.

2. The resolving issues at work process

- Whether you're a colleague with a concern, or a line manager looking to raise a concern on behalf of a colleague, there are several options available to you when looking to resolve an issue.
- These include resolving the issue informally, exploring mediation with one of our trained mediators or raising a formal grievance.
- We always encourage, where appropriate, trying to resolve concerns informally. You can find information on informal resolution by reviewing our Knowledge Articles on **Colleague Centre**.
- Everyone involved is expected to engage with the process and attend meetings related to an investigation or grievance where reasonably possible. If you're unable to attend, you should let us know as soon as you can so alternative arrangements can be considered. Depending on the circumstances, this may include rearranging meetings, progressing matters in writing, or making decisions based on the information available if it's not possible to progress with your input. In some cases, where there is a continued lack of engagement, the matter may be closed.

2.1. Assistance through Colleague Centre

- If you think you'd like some assistance with resolving your concern, you can access support from one of our Specialist Advice case consultants. Simply input the details of your concern in to **Colleague Centre** and one of our Specialist Advice People Team will triage your concern and help you explore the options available to you.
- You should be clear on what the issue is and what outcome you'd like to see at the end of the process.
- It's important to keep an open mind in terms on the result you'd like, as it will depend on the circumstances of the case as to what outcome is reached.

When you raise your concern through **Colleague Centre,** you'll be asked whether you've attempted to resolve your complaint informally already. If you haven't tried this already, and it's not inappropriate to do so, you may be advised to try that option in the first instance before moving to a formal grievance.

2.2. Resolution Options

2.2.1. Discuss directly with the person responsible

We encourage employees to try to resolve issues informally through open and honest dialogue with the individuals involved to clear up any misunderstanding. This may be another employee, their line manager (or if the issue relates to their line manager, then with a more senior manager, e.g., the line manager's manager).

As part of this, it may help to ask your line manager for their support to resolve the matter informally.

Ahead of initiating the conversation, you should:

- Consider the issue fully before raising it,
- Be prepared to discuss the issue fully and your reasons for raising it,
- Be clear and realistic on any outcome you'd like to see,
- Provide examples where necessary and work together to achieve an informal solution.

You can find lots of information about how to resolve an issue informally through our Knowledge Articles on **Colleague Centre**.

If you decide you'd like some assistance with resolving your concern and you decide to raise a case through **Colleague Centre,** your case handler will help you explore the informal route to resolving your issue, further.

2.2.2. Mediation

Mediation is an option for both informal and formal resolution.

- Mediation is a conversation facilitated by one of our trained mediators between both employees.
- It's a voluntary process that both employees must agree to participate in.

- The mediated conversation can be stopped at any point if one of the parties doesn't want to continue.
- A mediator will remain impartial and support an open, honest and constructive conversation to try to reach a resolution. Importantly, the mediator won't decide on the outcome of mediation but will encourage both employees to find a resolution they're both happy with. The focus of the conversation should be to discuss the situation, explore options that would resolve the issue and prevent it from happening again. It will also focus on the future and how both parties can continue to work together.
- Following mediation, a written agreement will be shared with both parties by the mediator. HR will not retain a record of the mediation agreement.

If you'd like to explore mediation, you can raise a case through **Colleague Centre**. You'll be asked to input the details in relation to your compliant, which will then be passed to our Specialist Advice People Team where a case handler will help you explore your options, including mediation.

You can find lots of information about how to resolve an issue through mediation through our Knowledge Articles on **Colleague Centre**.

2.2.3. Formal Grievance

- If the informal route isn't successful or if resolving something informally isn't appropriate, you have the option of raising a formal grievance.
- If you'd like to explore the formal route of resolution, if you've not already done so you should raise your concern through **Colleague Centre** where you'll be asked to input the details in relation to your concern. This information will be passed to our Specialist Advice People Team where a case handler will help you explore your options, which may include raising a formal grievance.
- If it is decided that the best course of action is to raise a formal concern, an investigation process will then begin.
- If a formal grievance is raised journey will be created, and you'll be able to track the progress of your case. You'll also receive updates from your case hearer.
- Under both the informal and formal routes, you should clearly explain your concern and what outcome you're seeking. It's important to keep an open mind in terms on the result you'd like, as outcomes will depend on the circumstances, and we'll consider what is reasonable and appropriate in each case.
- Workplace concerns can cover a wide range of issues, and it is important to assess the most appropriate process for handling the particular concern at the outset.
- Where a concern relates to an ongoing process (eg: grievance, reaching performance, redundancy or probation), it will normally be considered as part of that process rather than separately under this policy. We may decide not to progress a grievance where the issue has already been reviewed, is being addressed through another process, the outcome being sought is not something that can be achieved through this process, or where there is no new information to consider.

Information for employees and line managers

If your concern relates to wider concerns of wrongdoing, it may be more appropriate to raise this via Speak Up. More information can be found on the Speak Up hub (Working here > Speak Up).

2.2.4. Investigation process

An impartial hearer will be appointed to investigate your concern and gather information and evidence relating to the issue. A note taker may be appointed to support investigation meetings.

Our Specialist Advice People team will support the hearer and provide them with advice and guidance on the end-to-end investigation process.

Investigations will be carried out in a fair and balanced way. This includes giving those involved the opportunity to share their perspective, respond to relevant information, and ensuring decisions are based on the evidence available.

We aim to handle concerns as promptly as possible. Timeframes may vary depending on the complexity of the situation, but you'll be kept informed of progress.

2.2.5. Investigation outcome

- Once concluded, the hearer will confirm the outcome of their investigation in writing.
- The outcome will be based on the information and evidence they've gathered during the investigation.
- There are three outcome options available to the hearer:

Decision	What this means	Next steps/Further Action
Not upheld	The concern was investigated but no fault was found.	No formal action will be taken, but informal feedback might still be needed.
Partially upheld	The concern was investigated and there was some evidence to support the concerns.	Further action should be taken to resolve the issue.
Fully upheld	The concern was investigated, and there was evidence to support concern	Further action should be taken to resolve the issue. This action could be formal or informal.

2.3. Appealing the Decision

- If you want to raise an appeal, you can do this through Colleague Centre. You should do this within 14 calendar days of receiving the response to your grievance.
- When submitting your appeal, you must clearly outline your rationale. For example, you feel the grievance procedure was wrong or unfair or you have new evidence to show. An appeal can take the form of a case review, or the case being reheard in full.
- An impartial hearer will be appointed to conduct either a review or a rehearing.
- A rehearing will generally only be considered if significant new evidence is available or if the original procedure was incorrect or unfair.
- The grievance appeal hearer will review the appeal, arrange a formal meeting to discuss the reasons for the appeal and may carry out further investigations.
- Once the case review or full appeal hearing (including any further investigations) is complete, you'll be informed of the decision in writing.
- For colleagues in GB and Offshore, the decision of the appeal is final and there will be no further recourse.

For employees who have left the bank, but they want to appeal their grievance decision, details of this should be sent to HRonline@natwest.com.

2.4. Appealing the decision with an independent third party (for colleagues in Northern Ireland and Republic of Ireland only)

- For colleagues in Northern Ireland and the Republic of Ireland, if you're not satisfied with the outcome of the grievance appeal, you may request that the matter is referred to a suitable independent person.
- If you want to raise an appeal, you can do this through Colleague Centre setting out the grounds of your appeal within 14 calendar days of receiving the response to the initial appeal.
- The independent appeal hearer will be agreed by both parties and the Labour Relations Agency, or the Labour Relations Commission may assist in identifying a suitable independent person.
- The decision of the independent person will be final for both parties, and there will be no further recourse.

3. Representation during meetings

- At formal grievance meetings or at the grievance appeal meeting, the employee raising the complaint can be accompanied by a fellow employee, a trade union representative or an official employed by a trade union.
- We do not typically permit representation at informal or investigation meetings. However, requests to bring a companion for support will be considered where appropriate.

- A trade union representative who is not an employed official must have been certified by their union as being competent to accompany an employee in a grievance hearing. This evidence needs to be provided to the hearer before the meeting.
- Representatives may participate fully in the meeting but can't answer questions on the employee's behalf.
- Representatives must be available to attend meetings/appeal meetings and shouldn't cause unreasonable delays to the process.

4. Confidentiality

- Any information or evidence shared or obtained during the grievance process will be treated sensitively.
- Any statements made in connection with the grievance will be shared with the person who raised the grievance.
- Where necessary, the Group will share relevant information, on a strictly need to know basis, with the people directly involved in the matter, including:
    - The employee raising the concern.
    - The subject of the concern.
    - Managers.
    - Witnesses.
    - Representatives.
    - Those acting in an advisory capacity e.g. People teams.

5. Use of technology in the grievance process

Technology (including AI) will not be used to make any decisions. Any decisions will be made in line with the roles and responsibilities stated in this policy, and any additional guidance provided to line managers and hearers. Any use of technology will also be in line with the bank's policies on the use of data and AI.

6. Overlapping People policies or processes

If a concern is raised during another People process, we'll decide the most appropriate way to address it. This may include:

- dealing with the issue within the existing process,
- considering it separately under this policy and agreeing a short pause to the existing process whilst that happens, or
- progressing both at the same time.

We'll take into account how closely the issues are connected and what is the most proportionate way to resolve them. We'll explain the approach we are taking and keep this under review.

7. Post-Employment complaints

Information for line managers

If you receive a post-employment complaint (i.e. a complaint raised after the end of employment) from an ex-employee, including appeals on a previous grievance or business decision, details of these should be sent to HRonline@natwest.com.

This policy is to help resolve issues affecting colleagues during their employment. Post-employment complaints will only be considered in exceptional circumstances. NatWest will decide, at its discretion, whether a post-employment complaint will be accepted under this policy. Where a complaint is not accepted, we will confirm this.