



GRIEVANCE AND INVESTIGATIONS POLICY

At M R Production World Tour Limited (“MRWT”) we are committed to fostering a workplace that encourages cooperative, collaborative and respectful interactions between Company Members. In addition, we strive to have a workplace free from discrimination, harassment and bullying.

On occasion, disputes may occur, or inappropriate behaviours may arise, and a process is required to resolve these disputes or grievances. A grievance is a work-related complaint, issue or objection made by a Company Member.

Company Members can report grievances when they are personally affected by an issue, in circumstances including:

- There is a dispute between co-workers, suppliers, and/or management;
- Changes are made in the workplace which result in unjust outcomes to an individual;
- Their health and safety has been compromised; or
- They have been victims of workplace discrimination, harassment or bullying.

The purpose of this policy is to outline MRWT’s resolution pathways available should Company Members experience or witness unacceptable or unlawful behaviour in the workplace. This includes acts of discrimination, harassment or bullying or a breach of policy or legal obligations that applies to our Production.

Who this policy applies to

This policy applies to all MRWT Company Members including, but not limited to:

- Leadership and management (including the Producer, General Management, Company Management, Heads of Department and Deputy Heads of Department);
- Touring actors, musicians, stage managers and technical staff;
- Resident Creative team; and
- Contractors, sub-contractors.

All Company Members are expected to comply with this policy. MRWT may amend this policy from time to time. This policy does not form a part of any employment contract or contract for services. Nothing in this policy is intended to circumvent any legal rights or responsibilities of MRWT or Company Members. To the extent that there is an inconsistency between the law and these policies, the law will prevail.

When this policy applies

This policy applies whenever a Company Member is undertaking work on behalf of MRWT, where there is a sufficient connection to the workplace. This may include, but is not limited to:

- All aspects of employment;
- On-site, off-site or after-hours work;
- Work-related social functions (such as opening nights, after parties, award nights and industry events);
- Rehearsals, work-related travel, tours, promotional activities, or training sessions;
- Use of social media and other electronic communication (e.g. emails, text or Whatsapp)

- messages); and
- Interactions with members of the public via any means.

Use of this policy's procedures

MRWT encourages any Company Member who believes they have been subjected to, or have witnessed, inappropriate work behaviour to report the behaviour to their Head of Department (HOD). If the HOD is not available or is not the appropriate party to raise the matter with, the Company Member may raise their concerns with Company Management.

Any concerns or complaints relating to Discrimination, Harassment or Sexual harassment must be reported to the Company Manager or General Manager.

In circumstances where there are any concerns about potential sexual harassment (as defined below), please refer to the Anti-Sexual Harassment Policy.

Sexual harassment is defined under the law (the Equality Act) as any unwanted physical, verbal or non-verbal conduct of a sexual nature that has the purpose or effect of violating a person's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident can amount to sexual harassment.

MRWT will usually deal with grievances as outlined in this policy. However, where it is considered appropriate to do so, MRWT may use an alternative procedure to respond to the grievance. Any procedure used will be confidential, efficient and sensitive to the needs of those involved. MRWT will keep any parties involved where it is appropriate and necessary (while having regard to the privacy of others).

Definitions of terms used in this policy

Complainant – the person raising the grievance or complaint

Respondent – the person who the grievance is about

Participant in an investigation – either the Complainant or the Respondent

Witness – a person who has been asked to comment upon the alleged conduct or the content of the grievance, based on what they have witnessed

Support Person – someone who supports the Complainant or Respondent during an investigation or in meetings, who is not a party to the grievance or a Witness

Investigator – a person who investigates a grievance. This may be an employee of the Producer or Executive Producer (NGM), or occasionally an external investigator. At the end of their investigation, the Investigator will write a report and will communicate any recommendations they believe are necessary to the Decision Maker.

Decision Maker - The Decision Maker will be responsible for determining the action to be taken when a grievance investigation is complete. Sometimes, the Investigator and the Decision Maker will be the same person.

Raising a grievance

A grievance may be raised by a Company Member who is experiencing, or is a witness to, inappropriate workplace behaviour. This may include any act that is unlawful, unethical or in breach of policies and procedures.

It is MRWT's preference that any concern or grievance is raised internally with the appropriate person in the first instance, so that we may have the opportunity to resolve the matter.

Company Members may raise concerns or grievances verbally or in writing. Depending on the nature of the grievance, you may be asked to document the grievance in writing.

Confidentiality

MRWT will endeavour to maintain as much confidentiality as possible, taking into account its obligation to provide a safe work environment and to afford fairness to those against whom a grievance is raised (Respondent).

Any Company Members that are directly involved in a grievance or an accompanying investigation (whether as a Complainant, Respondent, Witnesses or Support Person) are expected to, and will be directed to, maintain confidentiality at all times during and after any investigation.

Refraining from gossip and maintaining confidentiality is important to protect both the integrity of any process being undertaken – such as investigations – but also is key to protecting the privacy of your fellow Company Members. MRWT does appreciate and understand the rights and needs of individuals to share their personal experiences and is not seeking to deter this but, in doing so, it is crucial that Company Members ensure that the privacy of others involved is preserved.

Breaching the confidentiality or inappropriately disclosing personal or sensitive information obtained in the course of a grievance investigation is a serious breach of this policy and may lead to formal disciplinary action.

Fair process

Where an allegation is made against a person, that person has the right to respond and provide any information they believe is relevant to MRWT.

When a formal grievance is raised, MRWT will appoint someone we deem senior and appropriate in the circumstances (internal or external to the company) to investigate the grievance. This person will collect and consider all relevant evidence before providing a report to the Decision Maker for an outcome.

The Investigator and Decision Maker must not be involved in the grievance (as a Witness etc.) Sometimes, the Investigator and Decision Maker will be separate people (e.g. the Company Manager and the General Manager). Sometimes, the Investigator and Decision Maker will be the same person (e.g. the General Manager) and in this case that person must ensure the highest standards of objectivity and impartiality are applied to the investigation and the outcome.

The Respondent has the right to respond to allegations made against them, but they do not have the right to access documentation relating to investigations unless it is necessary and relevant for them to respond. This includes documents, video, witness statements or access to Witnesses. This information is considered confidential, and access will remain restricted. This ensures that individuals are comfortable raising issues and acting as witnesses.

In order to protect all concerned, the making of audio and/or visual recordings of any meeting (whether informal or formal) is strictly prohibited. Company Members participating in any meeting might be asked to confirm at the start they are not and will not make any recordings. Any covert recording could be considered a disciplinary offence. Usually, a form of written note will be taken at most meetings, to be retained by MRWT and circulated to any Company Member if and when appropriate (and usually confidentially).

No Victimisation

No Company Member will be victimised for exercising their right to raise a grievance. This extends to anyone that participated in the grievance process such as a Witness. All those involved will be treated fairly, with respect and dignity. MRWT will take all reasonable steps so that no worker is treated poorly, victimised or disadvantaged as a result of:

- Raising or intending to raise a grievance;
- Providing information as a Witness; or
- Providing support to a Complainant or Respondent.

Dealing with concerns and grievances

There is no one-size-fits-all response to deal with grievances. The most appropriate response will depend on each individual circumstance and the nature of the grievance.

A Company Member may choose to deal with the situation themselves. Usually this would involve the Company Member telling the other person(s) that the behaviour is inappropriate or unacceptable and requesting that it stops.

However, if the Company Member's concerns remain unresolved or they are not comfortable dealing with the situation themselves, the concern or grievance may be raised with their HOD or Company Management.

Once a concern or a grievance has been raised, a MRWT representative, usually the Company Manager or General Manager, will discuss with the Complainant the options available for dealing with the concern or grievance taking into consideration the nature of the complaint and the Complainant's desired outcome.

It will not always be appropriate for the Complainant to determine the most appropriate course of action. MRWT is responsible for determining the approach to use considering all relevant factors including items that the Complainant may not be privy to.

A Company Member may wish to inform MRWT of an issue or concern but not take any action. However, MRWT may have a duty of care or legal obligation to act regardless of the Complainant's preference. A Complainant will receive regular support and communication throughout the process to ensure their wellbeing and safety.

Dealing with a concern directly

We encourage all Company Members to try to resolve issues arising from unacceptable workplace behaviour directly with the relevant parties in the first instance.

If you are concerned about another person's behaviour, and are comfortable to do so, we encourage you to raise the concern in good faith directly with that person. It is important to make all efforts to resolve the concern with the other person in a respectful, constructive and reasonable way, that reflects MRWT's values.

If the parties involved agree on a reasonable way of resolving the concern, that will be the end of the matter.

Informal grievances

Informal processes emphasise resolution rather than factual proof or substantiating of a grievance and can include, but are not limited to, the following actions:

- A direct private discussion is held or mediated between the Complainant and the Respondent (where the parties agree to participate);
- An impartial third person conveys information between those involved;
- An impartial third person helps those involved to talk to each other and find a resolution;
- A grievance is raised, the Respondent admits the behaviour, investigation is not required, and the grievance can be resolved through conciliation or counselling;
- The Complainant wants to deal with the situation themselves but may seek advice on possible strategies from their HOD or Company Management;
- The Complainant asks the HOD or Company Management to speak to the Respondent on their behalf – the HOD or Company Manager privately conveys the Complainant's concerns and reiterates MRWT's policy to the respondent without assessing the merits of the case; or
- A supervisor or manager observes unacceptable conduct and acts even though no formal grievance has been raised.

MRWT may decide to deal with a grievance informally if:

- the grievance is of a less serious nature and can be most effectively dealt with informally;
- the grievance can be most effectively dealt with informally and the Complainant agrees;
- the Complainant requests that the matter be dealt with informally and this is appropriate; and
- the grievance has arisen from a misunderstanding or lack of, or unclear, communication.

An informal grievance may also be dealt with without individually identifying a Respondent. Informal ways of dealing with the grievance can also include collective actions such as:

- Providing a refresher induction to Company Members;
- Redistributing and re-explaining policies;
- Requiring Company Members to complete appropriate training; and
- Making alterations to working arrangements to reduce the risk of reoccurrence.

An informal process may be formalised at any point, particularly where an informal process has been ineffective or new information is received.

In some instances, MRWT may engage an independent mediator.

Complainants wishing to remain anonymous

It is not always possible for the Complainant to remain anonymous. Any person that is the subject of allegations has the right to respond. In providing allegations to a person, it may be necessary to identify the Complainant and/or the Complainant's identity may be obvious.

MRWT will always consider the preferences of the Complainant and will provide support where their preference cannot be accommodated.

- Dealing with grievances which may constitute a criminal offence
- Some instances of unlawful conduct can also be criminal offences, including physical assault, sexual assault, stalking or cybercrime, which is where a carriage service is used to menace, harass or cause offence. This can include conduct that occurs over the phone, in text messages or online.
- Where a Company Member considers that the conduct involves a criminal offence, MRWT will provide appropriate support to the Company Member to report the matter to the police.
- If a Complainant does not wish to report the matter to the police, MRWT will:
- respect this decision, unless MRWT is required to report the incident;
- enquire whether the Complainant would like access to additional support;
- consider whether it is necessary to implement any changes to the workplace to provide the worker with a safe work environment, while the grievance is being investigated; and
- deal with the grievance consistent with the procedures outlined in this section.
- Please note: Under Health and Safety legislation, MRWT may have an obligation to notify the relevant regulator of certain types of workplace incidents.

Formal Grievance Procedure

The usual process for dealing with formal grievances is set out below. However, where it is considered appropriate to do so, MRWT may alter the process and advise the Complainant of the process to be used.

Steps involved in a formal grievance and investigation

MRWT will appoint an impartial person to investigate the grievance ("Investigator"). This will be someone we deem senior and appropriate in the circumstances or, on rare occasions, an external investigator, though please note that MRWT has no obligation to provide an external investigator. The procedure will be conducted in a timely manner and without undue delay. The Complainant and Respondent will be kept informed of the progress of the investigation.

Step 1: Obtain information from the complainant

The Complainant will need to put their grievance in writing, setting out the content of their complaint. The Investigator will contact the Complainant to better understand the grievance and obtain any additional information including the desired outcome. The Complainant will also be informed of their rights and obligations during the process.

Step 2: Advise the Respondent about the grievance

As soon as practicable, the Investigator will inform the Respondent that a grievance has been raised. The Investigator will provide the Respondent with details of the allegations, and any appropriate and necessary supporting information. The allegations may be provided to the Respondent either in writing or verbally.

Step 3: Provide the Respondent with the opportunity to respond to the allegation(s)

The Respondent will be provided with an opportunity to respond to the allegation(s) in a specified timeframe. The Investigator will be responsible for documenting any information obtained from the Respondent and ensuring the accuracy of that information.

Step 4: Interview any relevant Witnesses

The Investigator will determine if any witnesses to the alleged conduct are required to be interviewed. To maintain confidentiality, witnesses will only be advised of the nature of the investigation insofar as it relates to them providing accurate and truthful evidence.

Step 5: Clarify contradictory or new evidence

If new or contradictory evidence comes to light during the investigation, the Investigator will hold further discussions with relevant parties to clarify information.

Step 6: Assess the evidence and make a determination

The Investigator will assess the information and evidence gathered and will form an opinion about the grievance. The Investigator may find one of the following:

- The grievance is substantiated;
- The grievance is not substantiated; or
- It is not possible to make a conclusive finding about the alleged conduct.

The Investigator's findings and the standard of proof in the investigation are based on 'the balance of probabilities', i.e. on the basis of the evidence, the event was more likely to have occurred than not.

If the Respondent confirms the alleged conduct occurred, the Investigator should provide the Respondent with the opportunity to comment on any proposed decision and outcome before a final decision is made.

The Investigator will provide a report and make any recommendations they believe are necessary based on their investigation to the person responsible for making decisions or the 'Decision Maker'. The 'Decision Maker' will typically be the General Manager, or a Director of the Executive Producer (NGM). The Investigator and Decision Maker may be the same person (e.g. the General Manager). Outcomes may include an apology, process improvement, mediation, training (or refresher training) or disciplinary action. A grievance does not need to be substituted for recommendations to be made.

The Decision Maker will be responsible for determining the action to be taken based on the information provided to them.

Step 7: Notify the Complainant and Respondent of the outcome

The Decision Maker will inform the Complainant and Respondent of the outcome of the grievance as soon as possible. A copy of the decision will be placed on the Respondent's file.

Should the Respondent decide to appeal a decision about any disciplinary action made by the Decision Maker, the Respondent should follow the Appeals procedure listed in the Disciplinary Policy.

Step 8: Follow up and closing the grievance

The Investigator will be responsible for ensuring that any actions required are completed within the required timeframe. Once the actions are completed the grievance can be closed. There will also be follow up with the Complainant following the closure of the grievance to ensure that the matter has been resolved and that there are no ongoing issues.

Work arrangements during an investigation

MRWT will determine whether any alternative working arrangements need to be made for anyone involved in the process to ensure the integrity of the investigation and the safety of Company Members.

If appropriate we may suspend a Company Member with fees paid in full, pending the outcome of an investigation.

During any period of suspension, a Company Member might be obliged to return to their home country.

Grievances and Disciplinary proceedings

In the case of any grievances raised during or just prior to disciplinary proceedings, we reserve the right to address the two processes in parallel and will only delay a disciplinary process if there is good reason to do so under all the circumstances.

Availability of a Support Person

A Participant in an investigation may wish to have a Support Person present during the process, such as a colleague or trade union representative. The Support Person should not be a party to the grievance or a Witness to the behaviour that is the subject of the grievance.

A Support Person's role is to provide emotional support; they are not act as an advocate or speak for the Participant. A Support Person is required to keep all details of the grievance and investigation confidential.

The Participant should notify MRWT as soon as practicable if they would like to have a Support Person present during an investigation. The Participant should provide MRWT with the details of the Support Person, so that the request can be considered for appropriateness. A request for a Support Person to be present will not be unreasonably refused. Reasonable efforts will be made to accommodate the availability of a Participant's Support Person. However, if the Support Person's availability unreasonably delays the process, the Participant will be advised to nominate another Support Person.

Responsibilities

The Complainant and Respondent have a responsibility to:

- Participate in the investigation process and the implementation of this policy in good faith;
- Co-operate fully in the investigation process and the implementation of this policy;
- Not make vexatious or malicious grievances;
- Not engage in any acts of retaliation or victimisation; and
- Maintain confidentiality during and after the process has concluded.

Outcomes of an investigation

Substantiated grievances

Where a grievance is substantiated, MRWT will decide on the appropriate action to take, based on the Investigator's findings.

Outcomes of a formal investigation may include, but not be limited to, any combination of the following:

- Counselling, coaching or mentoring;
- Facilitating discussions between parties to obtain a satisfactory resolution;
- Developing a process for 'moving forward';
- Regular monitoring of behaviour;
- Further training and education;
- A commitment and direction that the behaviour or conduct will not continue;
- A change in working arrangements;
- An apology;
- Disciplinary action, as explained in the Disciplinary Policy.

Unsubstantiated grievances

Where allegations have not been substantiated, MRWT may still decide action is required as a result of the grievance. For example, MRWT may:

- Provide refresher training for workers regarding appropriate workplace behaviour;
- Re-issue relevant workplace policies to workers;
- Implement new systems, processes, or policies; or
- Require mediation or other methods to rebuild relationships.

Dealing with grievances that involve workers from another organisation

Workers should not be deterred from raising grievances regarding a worker from another organisation while working at the same workplace. MRWT will discuss options for dealing with such a grievance.

If MRWT deems that the matter requires further action, MRWT will raise the matter with an appropriate representative from the other organisation. MRWT will work with the other organisation and determine an appropriate response to the deal with the grievance – either informally or formally, and consistent with the grievance handling policies and procedures of both organisations.

Frivolous, Vexatious or Malicious Grievances

MRWT encourages the reporting of behaviour that a worker genuinely believes to be inappropriate. However, if a grievance is found to be frivolous, vexatious or malicious, then appropriate disciplinary action (which may lead to dismissal) may occur against the Complainant. Examples of frivolous, vexatious or malicious grievances include, but are not limited to:

- Fabricating a grievance;
- Making a grievance for the malicious purpose of deliberately harming someone;
- Using the grievance process to intimidate, threaten, harass or bully another person;
- Using the grievance procedure to delay other reasonable processes or actions;
- Seeking to re-agitate issues that have already been addressed or determined; and
- Raising a grievance that the Complainant does not genuinely believe to be true.

Changes to this policy

MRTM may amend this policy from time to time.

If you require further information or clarification regarding this policy, its content or application, please speak to Company Management.

Review - This Policy was last updated on 12 May 2026.