ULTIMATE SECURITY LIMITED

GRIEVANCE AND COMPLAINTS PROCEDURE

HR: 009 | ISSUE 01

PREPARED BY:	**HEAD OF HUMAN RESOURCE**	**APPROVED BY:**	**GENERAL MANAGER**
SIGNATURE:		**SIGNATURE:**	
DATE:	19/11/2026	**DATE:**	19/11/2026

ULTIMATE SECURITY LIMITED
P.O. BOX 21644, KAMPALA (U)

PROCEDURE:	**GRIEVANCE AND COMPLAINTS PROCEDURE**
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GRIEVANCE AND COMPLAINTS PROCEDURE

1. Purpose

This procedure provides a single, fair and accessible way for employees, clients, members of the public and communities to raise concerns or complaints about USL and its personnel, and to obtain a remedy. It builds on the official complaints channel for guards and the public telephone line and email address provided under the Human Rights Policy (SOP 0010).

2. Who may use this procedure

- USL employees and trainees, about pay, hours, deductions, treatment by supervisors, safety, discrimination, harassment or any other work matter;
- clients and their staff, about the conduct of USL personnel or the quality of service;
- members of the public, suspects, visitors and communities, about the conduct of USL personnel, including use of force, apprehension, searches and privacy; and
- suppliers and subcontractors.

3. Channels

Channel	Details
Toll-free telephone line and WhatsApp	Answered during working hours; voicemail and messages at other times
Email	Dedicated complaints email address, published on the USL website
In person	Any USL office, regional focal person, female focal person or the Human Rights and Compliance Officer
Guards' official complaints channel	Through the supervisor, Human Resource or directly to the Human Rights and Compliance Officer
Suggestion boxes	At head office, regional offices and the training school
Anonymous	Complaints may be made without giving a name through any channel

The telephone number and email address are printed on guard identity cards, displayed at client sites and USL offices, and published on the USL website.

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4. Procedure

Step	Action	Time limit
1. Receipt	Complaint recorded in the Grievance Register with a reference number	Same day
2. Acknowledgement	Complainant informed of the reference number and next steps	2 working days
3. Assessment	Complaint classified as routine or serious. Serious complaints (death, injury, use of force, torture, sexual harassment or abuse, detention) are reported to the General Manager and, where an offence may have been committed, to police	24 hours for serious complaints
4. Investigation	By the Human Rights and Compliance Officer or an investigator not involved in the matter; sexual harassment complaints handled under HR 008	21 days
5. Response	Written or verbal response to the complainant with the findings and the remedy offered	30 days from receipt
6. Appeal	A complainant not satisfied may appeal to the General Manager, who decides within 14 days	14 days
7. Closure	Register updated with outcome, remedy and complainant's feedback	On closure

5. Remedies

Remedies may include an apology, payment of wages or benefits owed, reversal of an unfair decision, compensation for loss or injury, medical support, disciplinary action against personnel, changes to procedures and assurances that the conduct will not be repeated.

6. Principles

- **Confidentiality:** the identity of the complainant is shared only with those who need it to handle the complaint.
- **Non-retaliation:** any threat, dismissal, transfer, loss of shifts or other retaliation against a complainant or witness is gross misconduct.
- **Fairness:** the person complained against is heard before any decision is made.
- **No cost:** complainants are not charged and do not need a lawyer.

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- **Other remedies:** using this procedure does not prevent any person from going to police, a labour officer, the Uganda Human Rights Commission, the courts or the complaints mechanism of the International Code of Conduct Association.

7. Records and reporting

The Human Rights and Compliance Officer maintains the Grievance Register, analyses complaints by type, site and outcome every quarter, and reports the results to the General Manager and the Board. Lessons learned are used to update procedures and training.

8. Revision history

Issue	Date	Changes
01	01 January 2027	First issue