

# FAVOURITISM POLICY



The purpose of this policy is to actively prevent and address favouritism in the workplace and to discourage bad management practices that breeds resentment, destroys associates' morale, and create impediments for good performance.

## 1. CONTEXT

- Favouritism in the workplace can be defined as preferential treatment of certain associates by their supervisors. It is deemed an unethical business practice in the workplace, and it has the potential of harming the organisational culture, staff morale and could lead to decreased productivity and high turnover.
- Favouritism is prohibited at Rand Refinery because it can manifest itself as:
  - Unfair discrimination which is prohibited in terms of section 6(3) of the Employment Equity Act 55 of 1998 and section 9(3) of the Constitution of South Africa.
  - Sexual Harassment which is prohibited in terms of the Code of Good Practice: Handling of Sexual Harassment in the Workplace.
  - Retaliation against associates who have laid complaints and that is prohibited in terms of the Rand Refinery Grievance Policy.

## 2. LEGAL PRINCIPLE

The Employment Equity Act 55 of 1998 and the Constitution of South Africa, act 108 of 1996 prohibits any form of discrimination, and favouritism is a form of workplace discrimination. The disciplinary code of Rand Refinery prescribes the necessary sanctions for any workplace discrimination activity and unethical conduct.

## 3. APPLICATION:

This policy applies to all Associates, Essential Contractors and third-party contractors of Rand Refinery.

## 4. RESPONSIBILITIES OF MANAGERS AND SUPERVISORS

Rand Refinery continuously strives for excellence, driving sustainable business performance and bring a socially responsible corporate. The business honours the diverse interests of its customers, associates, and business partners with integrity, fairness and honesty. Rand Refinery values ethical behaviour as aligned to the prescribes of our corporate values and mindsets and our business operates with integrity and complies with all applicable laws. Furthermore, Rand Refinery respects all forms of human rights and is committed to the elimination of any practices and behaviours that infringe on human rights. Therefore, it is the duty of all managers and supervisors employed at Rand Refinery to uphold the same values that the organisation espouses to. It is also the duty of all managers and supervisors to ensure equal treatment of all associates and provide a working environment that is free of any form favouritism.

## 5. FORMAL COMPLAINTS OF BULLYING

Associates who feel that their peer/s are favoured over them and receive preferential treatment which is not replicated in the same way to the rest of the team are entitled to bring a formal complaint to their HOD or Human Resources. Complaints regarding favouritism should be substantiated by valid evidence. All complaints should be made in writing and provide sufficient information to assess the incidents of favouritism as well as whether further steps are necessary.

## 6. INVESTIGATION OF FORMAL COMPLAINTS

A complaint of favouritism raised to the Head of Department or Human Resources may require an informal consensus seeking enquiry chaired by the Head of Department as a primary step to help the affected parties or team find an amicable solution. If the complaint requires further probing before the consensus seeking enquiry takes place, Human Resources will be requested to investigate the allegations, gather all relevant information from the relevant parties and submit a report.

## 7. POSSIBLE ACTION

Addressing allegations of favouritism requires remedial action that seeks to discourage unacceptable behaviour in the area. A consensus seeking process chaired by the Head of Department is a recommended as a primary step in addressing favouritism complaints. In situations where the primary step does not yield any positive results and parties aren't able to find each other, an external chairperson will be appointed to chair and mediate the proceedings.

## 8. DISCIPLINARY ACTION

Disciplinary action for misconduct will be initiated against the perpetrator in accordance with the company disciplinary code where remedial action will not be able to assist parties to address the complaint because of its severity or where the investigation findings revealed facts indicating that misconduct has been committed.

## 9. CONFIDENTIALITY


All information gathered from participants in informal and formal complaints of favouritism will be kept confidential.

## 10. SANCTION

All matters of favouritism which are dealt with through this policy will be decided on their individual merits in order to ascertain the sanction which would be appropriate for each incident. Cases will be managed through progressive discipline, and in cases where the gravity of the contravention so warrants, summary dismissal will be accepted as an appropriate sanction for a first offence.

## 11. POLICY VALIDITY


This policy comes into effect on 1 January 2022.

  
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# Approval

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