

FICKLE BAKING CORPORATION

GRIEVANCE & FEEDBACK PROCEDURE

Public Document · All Stakeholders · Version 1.1 · June 2026
Standards covered: PSG 3.1 · PSG 3.2

1. PURPOSE & SCOPE

Fickle Baking Corporation is committed to being a business that listens — to its crew, its customers, its suppliers, and its community. This Grievance & Feedback Procedure establishes a safe, accessible, and accountable process for any stakeholder to raise a concern, report a violation, or seek resolution.

This procedure has been active and operational since April 2026. The Grievance Register described in Section 5 has been maintained continuously from that date, regardless of how many formal grievances have been received.

This procedure is publicly available at [website URL — Hassan to confirm live link] and applies to all FBC stakeholders:

- Crew members and contractors — any person working in or for FBC stores or the Central Kitchen
- Customers — anyone who purchases from or interacts with FBC
- Suppliers and business partners — any organization in FBC's supply chain or commercial relationships
- Community members — individuals or organizations affected by FBC's operations
- Shareholders and investors — any equity holder in Fickle Baking Corporation

No one who raises a concern in good faith will face retaliation, disadvantage, or negative consequence of any kind. This is absolute and applies to all stakeholder groups.

Grounds for Accepting a Grievance

FBC accepts any concern raised in good faith related to our conduct, practices, treatment of people, or impact on stakeholders or the environment. There is no minimum threshold of severity — even a small concern is taken seriously. FBC reserves the right to decline to process, as a formal grievance, submissions that are clearly vexatious, made in bad faith, or unrelated to FBC's operations or conduct — but even in these cases, the person raising the concern receives a response explaining why.

2. WHAT CAN BE RAISED

Any concern related to FBC's conduct, practices, or impact may be raised through this procedure. Examples include but are not limited to:

Stakeholder	Types of Concerns
Crew members	Unsafe working conditions · unfair treatment or discrimination · unpaid or incorrect wages · harassment or bullying · retaliation concerns · any Code of Ethics violation
Customers	Product quality or food safety issues · misleading product claims · poor service or mistreatment · privacy or data concerns · marketing complaints
Suppliers & partners	Unfair commercial practices · payment disputes · misrepresentation of terms · sourcing or procurement concerns
Community members	Environmental impact of FBC operations · community harm · noise, waste, or operational nuisance concerns
Shareholders	Governance concerns · financial integrity issues · mission alignment disputes

3. HOW TO RAISE A CONCERN

FBC provides multiple channels to ensure every stakeholder can raise a concern safely, regardless of their relationship with the company or comfort level with direct communication.

Channels by Stakeholder

Stakeholder	How to Reach Us
Crew members	Directly to store supervisor (Head of Operations) · directly to Joy (Founder & CEO) via any channel · anonymously via quarterly crew feedback survey · email: concerns@ficklebaking.com [Hassan to confirm and activate]
Customers	In-store to any crew member or supervisor · via the Fickle app feedback function · email: concerns@ficklebaking.com · social media direct message to official FBC accounts
Suppliers & partners	Directly to Joy (Founder & CEO) · email: concerns@ficklebaking.com · in writing to FBC registered address
Community members	Email: concerns@ficklebaking.com · in writing to FBC registered address · via any FBC store manager
Shareholders	Directly to Joy (Founder & CEO) · formally in writing to FBC registered address

As confirmed under PSG 3.1.1, FBC's grievance channels above (direct contact, anonymous survey, email, in-store reporting) constitute FBC's accessible grievance mechanism. These channels are transparent, easily accessible, and ongoing — consistent with B Lab's accepted alternative to a dedicated online form.

Anonymous Reporting

Crew members may raise concerns anonymously through the quarterly crew feedback survey. Anonymous concerns are taken as seriously as identified ones. FBC will investigate all anonymous concerns to the extent possible given the information provided.

Customers and community members who prefer anonymity may submit concerns via email without identifying themselves. FBC will respond where a contact is provided, but will investigate and act on all concerns regardless.

NEW — Confidentiality Protection

added per PSG 3.1.3, describing how FBC protects the confidentiality and safety of anyone who raises a grievance, beyond just prohibiting retaliation after the fact.

- Anyone raising a grievance may request that their identity remain confidential if they are concerned about retaliation. FBC will respect this request to the fullest extent possible while still investigating the concern.
- At the outset, FBC informs the person raising the grievance who will need to be involved in reviewing or investigating it — so there are no surprises about who learns of the concern.
- FBC seeks the complainant's consent before sharing identifying information with any additional party beyond those necessary to investigate the grievance.
- The outcome of a grievance investigation is kept confidential and is only shared with the complainant and those directly involved in resolving it, unless broader disclosure is legally required or the complainant agrees otherwise.
- Anyone at FBC who handles a grievance receives guidance on maintaining confidentiality as part of their role, refreshed annually alongside the Code of Ethics re-acknowledgment.
- Any FBC team member who breaches the confidentiality of a grievance faces disciplinary action, up to and including termination, consistent with the Code of Ethics.
- For grievances involving vulnerable stakeholders — for example, smallholder farmers or community members with limited recourse — FBC will consider engaging an independent third party to help assess and manage risk to that person, where appropriate to the severity of the concern.

4. THE GRIEVANCE PROCESS

All concerns received through any channel follow this process. The complainant is kept informed at every stage — see the Communication column below.

Step	Responsible	Action	Timeline	NEW — Communicated to Complainant
1	Supervisor / Joy / Joker	Concern is received and logged in the Grievance Register on the day it is raised. The complainant is told who will be involved in reviewing it.	Same day	Acknowledgment sent + who will review it

2	Joy / designated lead	Concern is assessed for severity and assigned to the appropriate owner. Serious concerns (safety, harassment, financial integrity) escalated immediately to Joy.	Within 2 business days	Triage outcome and assigned owner
3	Assigned owner	Facts are gathered through interviews, records review, or site inspection. Additional information may be requested. Confidentiality maintained per Section 3.	Within 10 business days	Progress update if investigation extends beyond 10 days
4	Joy (final authority)	A resolution is determined, with the complainant given the opportunity to share their perspective on proposed outcomes where appropriate. Resolution may include corrective action, policy change, or other remedies.	Within 15 business days of receipt	Resolution explained directly, including reasoning
5	Joy / designated lead	Outcome is recorded in the Grievance Register, including resolution evidence retained on file. Systemic issues escalated to the founding team.	Within 2 business days of resolution	Formal confirmation that the grievance is closed

Resolution Facilitation & Disagreement

Where appropriate, FBC discusses possible resolutions with the complainant before finalizing them, rather than presenting a resolution as a fait accompli. The complainant's perspective on what would constitute a fair outcome is genuinely considered, even though Joy holds final decision authority.

If the complainant is not satisfied with the resolution, they may escalate the matter — see the Escalation section below. FBC does not consider a grievance fully closed if the complainant has clearly indicated continued disagreement and has not yet had the opportunity to escalate.

Escalation

If a concern involves Joy directly, or if the person who raised the concern is not satisfied with the resolution, they may escalate to the full founding team in writing. The founding team will review and respond within 10 additional business days.

For concerns that remain unresolved after the full internal process, stakeholders may seek external resolution through the relevant regulatory body — DOLE (labor matters), DTI (consumer matters), NPC (data privacy matters), or other applicable authority.

5. GRIEVANCE REGISTER — TRACKING & ACCOUNTABILITY

FBC maintains a Grievance Register to ensure every concern is tracked, assigned, and resolved. The register has been active and maintained since April 2026 — when this procedure took effect — regardless of how many formal entries it currently contains. It is reviewed quarterly by the founding team.

Grievance Register Fields

Field	Description
Grievance ID	Unique identifier (e.g., GR-2026-001). Sequential per calendar year.
Date Received	Date the concern was first raised.
Status	Under Review · Active · Closed — using B Lab's standard three-state status language
NEW — Complainant	Who raised the grievance, unless they have requested confidentiality — in which case this field records 'confidential, identity withheld at requester's wish' rather than a name.
NEW — Defendant	Who or what the grievance is directed against — a specific person, a store, a process, or FBC as a whole.
Stakeholder Type	Crew · Customer · Supplier · Community · Shareholder
Channel	How the concern was received: in-person · email · app · survey · written
NEW — Location	The store or facility the grievance relates to, if not sensitive. Withheld or generalized if disclosure would risk identifying an anonymous complainant.
Nature of Concern	Brief description of the issue raised.
Severity	Low (operational) · Medium (policy) · High (safety, harassment, financial integrity)
Assigned Owner	The FBC team member responsible for investigating and resolving.
Resolution Summary	What action was taken. What outcome was communicated.
Date Resolved	Date the concern was formally closed.
Days to Resolve	Calculated from date received to date resolved. Tracked against SLA targets.
Follow-up Required	Yes / No — and if yes, by whom and by when.

Resolution evidence retention: for every closed grievance, FBC retains documented evidence of the resolution — including correspondence, investigation notes, and confirmation of the outcome — on file, available to B Corp auditors upon request.

Response Time Targets (SLAs)

Concern Type	Target Response / Resolution
Acknowledgment (all concerns)	Same day if raised in person; within 2 business days if raised via email or written
Low severity (operational)	Resolved within 15 business days
Medium severity (policy)	Resolved within 10 business days
High severity (safety, harassment, financial)	Investigation begins within 24 hours; resolved within 10 business days
Anonymous concerns	Investigated within standard SLA; outcome recorded even if person cannot be contacted

Annual Grievance Summary Report

Each year, FBC prepares a written Annual Grievance Summary Report covering:

- Total number of grievances received in the year, by stakeholder type and channel
- Status breakdown — under review, active, closed — as of year-end
- Average resolution time against SLA targets
- Nature and subject of grievances received, in aggregate (without identifying individuals)
- Any systemic issues identified and the policy or operational changes made in response
- Any escalated or unresolved grievances carried into the following year

The first Annual Grievance Summary Report covers the period from April 2026 (when this procedure took effect) through end of 2026, and is presented to the governing body as part of the Annual Review described in the Governing Body Review Schedule.

Quarterly Review

The founding team reviews the Grievance Register quarterly as part of FBC's governance rhythm, in addition to the annual summary above. The quarterly review covers:

- Number and type of grievances received in the quarter
 - Resolution rate and average time to resolve
 - Any patterns or systemic issues identified
 - Policy or operational changes made in response to grievances
 - Any unresolved or escalated grievances
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6. ANTI-RETALIATION POLICY

No person — crew member, customer, supplier, or community member — will face retaliation for raising a concern in good faith through this procedure.

Retaliation includes but is not limited to:

- Termination, demotion, or reduction of hours for crew members who raise concerns
- Exclusion, harassment, or hostile treatment following a concern being raised
- Refusal to do business with a supplier or partner because they raised a concern
- Any action that disadvantages a person because they exercised their right to raise a grievance

Any person who believes they have faced retaliation for raising a concern should report it immediately through this same procedure, directly to Joy. Confirmed retaliation by any FBC crew member is grounds for immediate termination. Confirmed breach of grievance confidentiality (see Section 3) is treated with the same seriousness.

7. ACCOUNTABILITY & REVIEW

Responsibility	Owner	Specific Grievance-Related Duty
Overall accountability — FBC's Grievance Manager	Joy — Founder & CEO	Receives and triages all grievances within 2 business days, maintains the Grievance Register, holds final resolution authority, and prepares the Annual Grievance Summary Report.
Operational/crew grievances — first point of contact	Rodrigo -- Head of Operations & Retail	Receives store-level and crew grievances directly, logs them with Joy, and supports investigation of operational concerns.
B Corp documentation and quarterly summary preparation	Diane — Head of HR & Marketing	Prepares the quarterly Grievance Register summary for governing body review and ensures this procedure remains current as part of the annual B Corp document review.
Escalation point if Joy is implicated	Full founding team	Reviews and responds to any grievance escalated because it involves Joy directly, by majority decision.

This procedure is reviewed annually and updated as FBC's operations evolve. Any material change to the procedure is communicated to all crew and published publicly.