



Resolution Framework

Who & Why

Channel 4 believes a positive work environment and good working relationships enhance wellbeing, performance, and experiences for employees, teams, and customers. The Resolution Framework (which is legally compliant and meets and exceeds the requirements of the ACAS Code on Discipline and Grievance) brings together our new approach to any disciplinary or grievance matters, and this refreshed approach also aims to reduce the stress and anxiety of managing issues at work.

This framework applies to all Channel 4 employees and does not form any part of an employee's contract of employment. It may be amended at any time.



Resolution Framework

The important bits

The framework offers a timely, supportive, and proactive approach to workplace issues, to ensure we have a fair, equitable and repeatable approach. It aims for constructive, lasting resolutions that benefit both employees and Channel 4. By addressing concerns collaboratively, we foster a positive work environment where everyone can thrive, leading to more sustainable outcomes.

Our objectives are that we:

- Resolve issues informally and simply where possible.
- Balance the needs of the business with the needs of our employees
- Have an approach that is sustainable, practical, and achievable.
- Favour open communication

The framework adds an extra layer of informal resolution that should be explored prior to formal grievance and disciplinary procedures. It can be used to manage and resolve various types of issues, from disagreements between employees or groups of employees to allegations of misconduct, including gross misconduct. This framework provides an accessible process and support system to uphold our commitment to equity and inclusion, enabling everyone to resolve issues constructively through a structured and clear process.

The important bits

Guiding principles

1. Our Resolution Framework aims to secure constructive and lasting solutions to workplace disputes, conflicts, and complaints. It includes both informal and formal resolution processes, emphasising remedies through "local" and "early" resolution.
2. Most issues can be resolved through conversations, and we encourage all parties to engage with informal methods first, supported by Channel 4 through facilitated conversations, such as coaching, and mediation.
3. In the first instance, it is best to speak to your line manager (local resolution) to raise concerns. If you do not feel able to speak to your manager, you can also speak to your senior leader, executive, the People Team or utilise [Safe Spaces](#).
4. Formal resolution may be required if informal processes do not

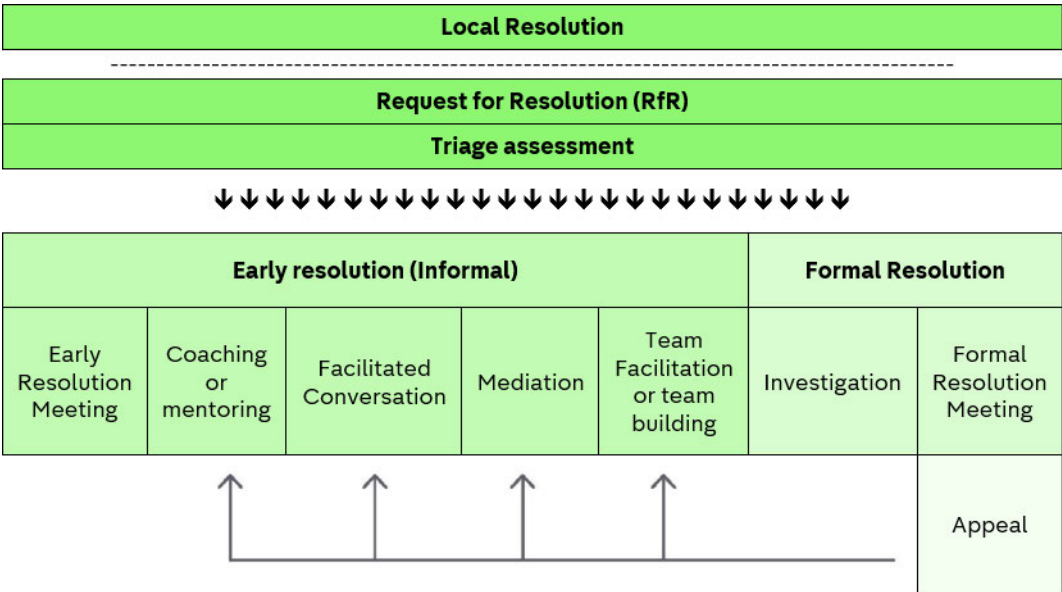
resolve matters or in more serious cases. Channel 4 retains the ability to suspend an employee and investigate matters before holding a formal resolution meeting. Employees have the right to be accompanied and to appeal warnings and decisions to terminate employment.

5. We aim to ensure good working relationships and settle issues promptly and fairly, as close to the point of origin as possible. We use warnings, first and final, to help employees achieve expected standards. We encourage openness and honesty when mistakes are made and seek restorative outcomes in disciplinary cases wherever possible.

To assist with the above, we provide different options to support the resolution of any issues, from the resources listed at the end of this document to appropriate meetings to discuss and agree with you the best way forward.

The Resolution Process

An overview of the process:



In detail:

Stage 1: Local Resolution

We encourage managers and employees to seek a resolution to issues quickly and effectively and will provide resources to support this and promote a high level of trust through mindful use of language and respectful and learning-oriented conversations. The first step in resolving a work concern or conflict is to have a prompt, informal conversation where all parties engage with one another constructively to find a mutually acceptable solution.



Stage 2: Request for Resolution (RfR)

If local resolution is not successful, a Request for Resolution should be submitted to the [resolution team](#) or speak to a member of the people team who will triage the case and recommend one of the following courses of action.

Stage 3: Triage assessment

The People team will review the case and figure out how to resolve it, considering:

- How often the concerns come up.
- How serious the concerns are.
- Previous attempts to resolve the concerns.
- The impact of the concerns
- The needs of everyone involved.
- Any potential risks to Channel 4 and our employees

During the review, the People Team might reach out to get more info from the parties involved. After the assessment, they will suggest the best way to resolve the issue, focusing on informal methods like early resolution, facilitation, mediation, or coaching.

Stage 4a: Early resolution (informal)

Our Resolution Framework offers a range of early resolution options which prioritise resolution through dialogue and include:

Early Resolution Meetings	These provide an opportunity for managers and employees to discuss issues in a supportive and constructive forum. If you have not already tried to informally resolve your issue at the local level, you may be encouraged to have a direct conversation with the other party to try to secure a resolution to the situation. If the involvement of a third party is required, this would necessitate one of the other stages below.
Facilitated Conversations	A confidential discussion between all parties which draws on the same principles as mediation but is shorter and less structured and brings parties together at an earlier stage of the dispute. It provides a safe, confidential, environment for you to discuss your concerns in a supportive, constructive way. It will usually be led by one of the



	members of the People Team or a trained facilitator.
Mediation	<p>A voluntary, confidential, and informal process where an impartial third party (the mediator) helps individuals in conflict reach a mutually acceptable resolution. It focuses on open communication, understanding different perspectives, and finding a constructive way forward. Mediation is not about assigning blame but rather fostering collaboration and preventing escalation.</p> <p>The mediation process includes separate private meetings with the mediator(s), a facilitated face to face meeting, reaching agreement and closing the meeting(s).</p>
Coaching	A qualified coach provides one-on-one support, offering a safe, impartial space to explore challenges, improve communication, and develop effective conflict resolution strategies.
Team Facilitation (and/or Team Building)	A trained facilitator helps teams navigate issues, build trust, and improve collaboration in a safe, structured environment.

Whilst facilitation and mediation remain voluntary, they are proven to be highly effective. We expect all employees to give these processes serious consideration and not to rule them out without good reason.

Collective Disputes

Where a complaint is raised by more than one person, the details of the complaint must be agreed by all, and one person should be nominated to represent the group.

Where employee complaints are not identical or where there is not a full voluntary agreement amongst the complainants, the issues will be dealt with on an individual basis, in line with this framework.

Stage 4b: Formal Resolution (Disciplinary and Grievance)

A formal resolution process is available where it has not been possible to resolve matters informally, either due to the serious nature of the concern, or there may be occasional issues where formal resolution is the only viable option.

Where you feel your issue grievance cannot be resolved through local resolution despite all efforts to do so, we will continue to work through issues with you via formal resolution.

For serious cases, such as misconduct or gross misconduct, a formal resolution process will be initiated, appointing a trained, and



independent manager to chair the proceedings. A manager may consider suspension before an investigation and should consult the People Team for guidance.

Procedure for Formal Resolution Investigation

In consultation with the People Team, the manager will determine the appropriate steps, which includes an investigation to gather facts fairly and objectively. Trained, unbiased investigators with no conflicts of interest will conduct the process and ensure a timely conclusion. The investigator will analyse the evidence impartially and make a recommendation on next steps.

Appropriate steps include, but are not limited to:

- A referral back to mediation / other early resolution methods
- Formal Resolution meeting(s) with the right to appeal the outcome (a disciplinary or a grievance)
- Referral to an alternative policy/procedure. Formal Hearing

Following investigation, a new chair will be appointed to oversee the formal resolution process further, and decide the outcome of that, up to and including the decision to dismiss.

The following provisions apply to all formal meetings (but not always investigation):

- You will be invited in writing.
- The chair will make provisions to meet you and the other party (if applicable), either separately and/or together, without unreasonable delay. You will be able to talk about your concerns and explain how you would like them to be resolved.
- Either party may bring a trade union representative or colleague to the meeting but not a lawyer. A note-taker may attend the meeting. Notes will be sent following the meeting and if you have changes, please let the meeting chair know.
- Where possible, meeting times will be agreed with all parties. You must make every effort to attend. If you or your representative cannot attend, you can suggest another date within five working days of the original date. If you do not attend, due to circumstances outside your control, the chair will re-arrange the meeting and may involve Occupational Health in case of illness. If you do not attend and do not have a good reason, the chair may decide an outcome based on the information they have available.
- The outcome of a formal resolution hearing or appeal will be confirmed in writing after the meeting and without unreasonable delay.



- Arrangements and timescales may be varied by the chair in consultation with the People Team to deal with any practicalities, sensitivities, or equality considerations. If timescales are varied, you will be informed of progress.
- We will work with you to implement reasonable adjustments that you may need to ensure the process is effective and timely.

Deciding the Outcome

Following the formal resolution meeting, the chair will review the facts and decide the outcome and recommendations for resolution. Decisions will be communicated to you in writing, without unreasonable delay and, where appropriate, will set out what action we intend to take to resolve the issue.

Definitions of terms used in our approach.

Written warning	<p>A written warning outlines manager expectations, addresses employee needs to resolve concerns, and explains potential consequences if issues reoccur. It remains active for 6 months.</p> <p>Where a warning is issued while another is still active, it will be 'stacked', and the new end date will be the latter of the two. It is likely that this will automatically become a final warning.</p>
Final warning	<p>A final warning is active for 12 months and it is a chance to clearly state the expectations of the employer and to set out the consequences of not achieving the expected standards of behaviour or conduct, which may include dismissal.</p> <p>A further warning during this period could equate to dismissal.</p>
Misconduct	<p>Inappropriate or unacceptable behaviour that goes against Channel 4 policies, processes, or expected standards of conduct and can negatively impact colleagues, customers, or Channel 4.</p>
Gross Misconduct	<p>These are issues that may lead to a serious breach of trust and confidence and possible dismissal without notice. The areas of gross misconduct that are covered by the Resolution Framework include (but are not limited to):</p> <ul style="list-style-type: none"> • Harassment, bullying or physical assault. • Deterring (or attempting to deter), victimising or harassing an employee raising a concern under 'Speak Up' (part of the Code of Conduct) • Insubordination or passive resistance to instruction • Incapacity at work due to alcohol or drug abuse



	<ul style="list-style-type: none">• Negligence which causes or might cause loss, damage or injury.• Breach of rules of confidentiality• Serious misuse of Channel 4's email and internet systems, or other systems or loading unauthorised software on to Channel 4's computers.• Assisting competitors or conspiring to compete with Channel 4• Any act of bribery or inducement, or the failure to report such an act.• Fraud
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Related support/ policies

- The following resources can be found on Moss:
- [Channel 4 Behaviours](#)
- [Code of Conduct](#)
- [Bullying & Harassment Policy Safe Space](#)
- [Speak up](#)
- [Wellbeing Hub](#)
- [People Partners](#)
- [Request for Resolution](#)
- [Appeal Policy](#)

If you require any further information or have any additional questions about this process, please refer to Moss, which has details for both contacting People Enquiries and the People Partnering team for more specific or personal questions (please discuss these with your manager first where you can).

Frequently Asked Questions

Q: I am an employee and have an issue that I want resolved – what should I do?

A: Issues should be raised at the earliest possible opportunity so that positions do not become entrenched, and situations do not escalate. In the first instance, issues should be raised with your line manager. We expect employees to engage in direct dialogue to resolve any differences you encounter in the workplace and to raise with your manager any concerns that you are not able to directly resolve yourself.

Q: What happens if I am not happy with the Resolution outcome?

A: Employees have the right of appeal against the outcome of a formal resolution meeting (i.e., if a warning is issued or dismissal in serious cases). For more information on making an appeal, please see the Channel 4 Appeal Policy.

Q: What information will be kept about what has happened?

A: Records will be kept detailing the nature of issues raised, managers' responses, the action taken and reason for the action. Records will be kept confidentially and in accordance with the policy on retention of records and data protection legislation.

The People Team will undertake routine assessment of cases to ensure that the Resolution Framework is being applied fairly and correctly and to draw out any key learning points that will assist with the development of a positive workplace culture.

Policy owner	People Team
Approved by	
Date of next review	Within 3 years