

To: Joanne Ball & Louise Saunders (APCOA HR)

Cc: Craig Prickett, Regional Organiser – GMB

Subject: Formal Grievance

I am submitting this formal grievance under the APCOA grievance procedure.

I wish to raise concerns about the breakdown in communication and industrial relations between management and staff.

Management messages during the dispute have been inconsistent and, at times, perceived as intimidating or dismissive. This has undermined trust and created uncertainty about employees' rights and obligations.

I request that the company engage constructively with staff and GMB representatives to rebuild confidence and improve workplace relations.

Please acknowledge receipt of this grievance and confirm my case reference number.

Yours sincerely,