

COMPLAINTS POLICY

We recognise that despite all of our best efforts occasionally we may get it wrong and not provide our clients or employees with the quality of service that they expect from us.

When these situations are brought to our attention and we are required to provide a response, we consider this a complaint, whether internal or external.

On these rare occasions we assure both our clients and our employees that we will make every effort to deal with the matter quickly, efficiently and transparently, without compromise to our clients, employees or the general public.

Pilgrims Group Ltd has a robust process in place for dealing with complaints, and we guarantee that we will treat all complaints seriously.

We will use all available information we learn from the complaint to focus on improving our services and prevent re-occurrence in the future.

Our company values of listening, a desire to continually improve and follow best practice will always ensure impartiality in our procedure.

We commit to dealing with complaints

Quickly: All complaints will be acknowledged within 48 hours, fully investigated and resolved with the aim of achieving satisfaction within a jointly agreed timescale.

Efficiently: The manager responsible for the particular client making a complaint, will take ownership of the complaint and will ensure that investigations are carried out without any unnecessary delays.

Transparently: Full findings of the investigations will be documented and communicated to the complainant.

GRIEVANCE POLICY

As a client, employer or member of the general public, we know that sometimes problems and tensions can arise between people at work and that, if such issues are not dealt with and resolved quickly, they may well get worse rather than better. If you are unhappy about the treatment that you have received or about any aspect of your work, you should discuss this with your line manager in the first instant, who will attempt to resolve the situation on an informal basis. If you are unable to approach your line manager directly, you should approach a member to the HR department, who will discuss ways of dealing with the matter with you. HR@pilgrimgroup.com

Where attempts to resolve the matter informally do not work, it may be appropriate for you to raise a formal grievance under this procedure.

The Grievance Procedure is open to all. The purpose of the procedure is first to allow anyone to freely express a complaint or matter of concern and then, where appropriate, to try and resolve the issues raised by means of a discussion and negotiation or, if necessary, counselling or training.

If anyone is concerned about matters such as fraud, misconduct or wrongdoing by Employees or officers of the Company, then these concerns should be raised using the

Whistleblowing policy. The Whistleblowing policy sets out the way in which individuals may raise any such concerns that they have and how those concerns will be dealt with.

The procedure is not intended to prevent an issue being resolved informally without a written record, but if an employee should wish to have a grievance formally investigated and recorded, he/she may so request. Therefore, whilst the following explanation of the various levels of the Grievance Procedure should be seen as a route to be followed in most cases, it is not essential that all levels are used on every occasion.

It may not be possible to solve all problems to everyone's complete satisfaction, however this policy forms an undertaking by the Company that it will deal objectively and constructively with all employee grievances, and that anyone who decides to use the procedure may do so with the confidence that their problem will be dealt with fairly.

This procedure exists to give employees a means of raising a grievance they may have with the minimum possible delay. There are 3 levels when pursuing and dealing with a formal grievance.

Level 1

In the event of you having a formal grievance relating to your employment you should, in the first instance, put your grievance in writing and address it to your line manager, making it clear that you wish to raise a formal grievance under the terms of this procedure. Where your grievance is against your line manager, your complaint should be addressed to an alternative manager or to the HR department.

A manager (who may not be the manager to whom your grievance was addressed) will invite you to attend a grievance meeting to discuss your grievance and you have the right to be accompanied at this meeting by a trade union official or a fellow employee of your choice. Every effort will be made to convene the grievance meeting at a time which is convenient for you and your companion to attend. If this means that the meeting cannot be held within a reasonable period (usually within five working days of the original date set), we ask that you make arrangements with another companion who is available to attend.

You must make every effort to attend the grievance meeting.

At the meeting, you will be permitted to explain your grievance and how you think it should be resolved.

Following the meeting, the Company will endeavour to respond to your grievance as soon as possible and, in any case, within five working days of the grievance meeting. If it is not possible to respond within this time period, you will be given an explanation for the delay and be told when a response can be expected. You will be informed in writing of the Company's decision on the grievance and notified of your right to appeal against that decision if you are not satisfied with it.

Level 2

Where you feel your grievance had not been satisfactorily resolved, you may then appeal in writing within five working days of the grievance decision. You should also set out the grounds for your appeal.

On receipt of your appeal letter, a more senior manager or a Director (who again may not be the person to whom your appeal was addressed) shall make arrangements to hear your grievance at an appeal meeting and at this meeting you may again, if you wish, be accompanied by a trade union official or a fellow employee of your choice.

You must make every effort to attend the grievance appeal meeting. Following the meeting, the next level of management, or Director will endeavour to respond to your grievance as soon as possible and, in any case, within five working days of the appeal hearing. If it is not possible to respond within the time period, you will be given an explanation for the delay and be told when a response can be expected. You will be informed in writing of the Company's decision on your grievance appeal.

Level 3

Should the matter still not be resolved, the employee shall refer the matter to the Managing Director, who shall be the final arbiter in this procedure.

Mediation

It may be appropriate for the matter to be dealt with by way of mediation, depending on the nature of your grievance. This involves the appointment of a third-party mediator, who will discuss the issues raised by your grievance with all of those involved and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance agree.