

BIRRING & BAGRI LTD

COMPLAINTS & CONCERNS PROCEDURE

Effective: September 2026 | Last reviewed: September 2026 | Next review: September 2027

1. Purpose

Birring & Bagri Ltd is committed to providing professional services with integrity, care and accountability. We recognise that there may be occasions when a client, supplier, partner or other stakeholder wishes to raise a complaint or concern.

This Procedure explains how concerns can be raised, how we will seek to handle them and the standards that can reasonably be expected from us.

We view genuine complaints as an opportunity to identify problems, resolve matters appropriately and improve our services and governance.

2. Scope

This Procedure may be used for complaints or concerns relating to Birring & Bagri's services, professional conduct, communications, administration, supplier relationships, website or other business activities.

It is not intended to replace any specific complaints, dispute-resolution or escalation mechanism agreed in a client or supplier contract. Where a contract establishes a particular process, that process may take precedence for matters within its scope.

Matters concerning personal information may also be dealt with under our Privacy Notice and applicable data-protection rights.

3. Who Can Raise a Complaint or Concern

A complaint or concern may be raised by a client, prospective client, supplier, contractor, partner, participant in a Birring & Bagri activity, member of the public or other person directly affected by our activities.

A representative may raise a matter on another person's behalf where they have appropriate authority to do so. We may ask for evidence of that authority where necessary to protect confidentiality or personal information.

4. How to Raise a Complaint

Complaints should normally be submitted in writing to info@birringandbagri.com so that there is a clear record of the matter.

Please provide, where reasonably possible:

- your name and contact details;
- the nature of the complaint or concern;
- relevant dates, people, services or engagements;
- copies or details of relevant correspondence or evidence;
- the impact of the matter; and
- the outcome or resolution you are seeking, if known.

If accessibility, disability or other circumstances make written submission difficult, please contact us and we will consider a reasonable alternative method for receiving the complaint.

5. Acknowledgement

We aim to acknowledge a formal complaint within **five working days** of receipt.

The acknowledgement may confirm who is handling the matter, request further information or explain the next stage of the process.

An acknowledgement does not indicate that a complaint has been upheld.

6. Assessment and Investigation

We will assess the nature and seriousness of the complaint and determine the proportionate level of review required.

Depending on the circumstances, this may include reviewing correspondence and records, speaking with relevant individuals, considering contractual requirements, obtaining further information from the complainant or seeking appropriate professional advice.

We will seek to ensure that, where practicable, a person who is materially implicated in the complaint is not solely responsible for determining its outcome.

7. Response Times

We aim to provide a substantive written response within **20 working days** of receiving sufficient information to investigate the complaint.

Some matters may require longer because of complexity, availability of evidence, involvement of third parties, legal or regulatory considerations, or other reasonable circumstances.

If we cannot reasonably respond within 20 working days, we will seek to explain the reason for the delay and provide an updated indication of when a response is expected.

8. Outcomes and Remedies

Following consideration of a complaint, Birring & Bagri may determine that it is upheld, partially upheld, not upheld, or that there is insufficient information to reach a definitive conclusion.

Where a complaint is upheld or partially upheld, an appropriate response may include:

- an explanation or clarification;
- an apology where appropriate;
- correction of an error;
- completion or reconsideration of an agreed action;
- improvement to a process, control or communication;
- additional review or oversight;
- a contractual or commercial remedy where applicable and agreed; or
- another proportionate corrective action.

The appropriate remedy will depend on the circumstances and does not automatically include financial compensation.

9. Review of the Outcome

If a complainant remains dissatisfied with the substantive response, they may request an internal review by writing to **info@birringandbagri.com** within **20 working days** of the response.

The request should explain why the original response is considered inadequate and identify any material information that was overlooked or misunderstood.

Where reasonably practicable, the review will be undertaken or overseen by a person who was not solely responsible for the original decision.

We aim to communicate the outcome of an internal review within **20 working days** of receiving sufficient information to conduct it. The review will normally represent the conclusion of Birring & Bagri's internal complaints process.

10. Confidentiality and Data Protection

Complaints will be handled with appropriate discretion. Information will be shared internally or with professional advisers and relevant third parties only where reasonably necessary to consider, investigate, respond to or manage the matter, or where disclosure is otherwise required or permitted by law.

Personal information associated with complaints will be handled in accordance with applicable data-protection requirements and our Privacy Notice.

We cannot promise absolute confidentiality where investigation, legal obligations, safeguarding, regulatory reporting or the rights of other parties require information to be disclosed.

11. Fairness and Non-Retaliation

Birring & Bagri will seek to consider complaints objectively, fairly and in good faith.

We do not support retaliation or adverse treatment against a person merely because they have raised a genuine complaint or concern responsibly.

Equally, this Procedure should not be used to make knowingly false, malicious, abusive or vexatious allegations.

12. Unreasonable or Abusive Conduct

We may place reasonable limits on communications where behaviour becomes abusive, threatening, discriminatory, persistently repetitive or otherwise disproportionate to the legitimate pursuit of a complaint.

Any such restriction will be considered carefully and will not be used simply because a complainant is persistent, critical or disagrees with our position.

Serious threats, harassment, fraud or unlawful conduct may be referred to relevant authorities where appropriate.

13. Legal, Regulatory and Protected Disclosures

Nothing in this Procedure is intended to prevent any person from obtaining independent legal advice, exercising statutory rights, making a legally protected disclosure, or contacting a regulator, law-enforcement body or other competent authority where they are entitled to do so.

Where a complaint concerns a matter subject to legal proceedings, regulatory investigation or another formal process, Birring & Bagri may need to modify, pause or limit its internal review to avoid prejudicing that process.

14. Data Protection Complaints

If a concern relates specifically to the way Birring & Bagri processes personal information, please contact us in the first instance at info@birringandbagri.com.

Individuals may also have the right to complain to the UK Information Commissioner's Office. Further information about data-protection rights and complaints is provided in our Privacy Notice.

15. Contractual and Professional Disputes

Where a matter concerns fees, scope, deliverables, intellectual property, payment, termination or another contractual issue, the relevant engagement terms should also be considered.

Use of this Procedure does not amend contractual rights, extend limitation periods, constitute an admission of liability or prevent either party from using a dispute-resolution process available under the applicable agreement or law.

16. Recording and Learning

Birring & Bagri may maintain proportionate records of complaints, outcomes and corrective actions for governance, legal, contractual and service-improvement purposes.

We will seek to identify recurring or material issues and consider whether changes to processes, controls, documentation, training or professional practice are warranted.

Complaint information used for internal learning should be handled with appropriate regard to confidentiality and data protection.

17. Accessibility

We want this Procedure to be reasonably accessible.

If you require this information in an alternative format or need a reasonable adjustment to communicate a complaint or concern, please contact us at **info@birringandbagri.com**. We will consider what assistance can reasonably be provided.

18. Review of this Procedure

This Procedure will be reviewed periodically and may be updated as Birring & Bagri's business, services, regulatory environment and governance arrangements develop.

Effective date: September 2026

Next scheduled review: September 2027

19. Contact

Complaints, concerns and requests for review should be directed to:

Birring & Bagri Ltd

Email: info@birringandbagri.com

Website: www.birringandbagri.com

Please include "**Complaint**" or "**Concern**" in the email subject line where possible.

Birring & Bagri Ltd

Website: www.birringandbagri.com

General enquiries: info@birringandbagri.com