Complaints Policy

EQL-CMP-01 · Version 1.1 · Effective 19 October 2026

Equation Limited (company no. 16877403), trading as Equation Recruitment, wants to hear when we get something wrong. This policy says how to complain and what we will do. It replaces Equation Recruitment Ltd's earlier complaints policy.

Who can complain

Anyone affected by what we do: clients, agency workers, candidates, referees and members of the public.

If you are an agency worker with a problem about how you have been treated at work, you can also use our **Grievance and Disciplinary Procedure (EQL-GDP-01)**. If you want to report wrongdoing — something illegal, unsafe, or a risk to others — you can use our **Whistleblowing Policy**. If you are not sure which, just complain: we will use the right route and tell you.

How to complain

- Online: **Raise a concern** on our website (equationrecruitment.co.uk/policies)
- Email: **jason@equationrecruitment.com** (subject "Complaint")
- Phone: **01869 323444**
- Post: 45 Wedgwood Road, Bicester, Oxfordshire OX26 4UL
- Or tell your consultant, who will pass it on the same day.

Tell us what happened, when, who was involved and what you would like us to do. You can complain in any language; we will arrange help to understand it.

What we will do

Step	When
We acknowledge your complaint and tell you who is dealing with it	Within **2 working days**
Jason Norman, Managing Director, looks into it. If the complaint is about him, it is handled by an independent person with no involvement, appointed for the case (for example our external accountant), until we appoint an HR adviser	Straight away
We may ask you for more information or to talk it through	During the investigation
We give you a written answer: what we found, what we will do, and why	Within **10 working days** — if it will take longer, we tell you why and when you will hear

Making a complaint will never affect your work with us, your pay or your bookings.

If you are still not satisfied

Tell us, and we will review the answer. You can also go to an outside body at any time:

- **Fair Work Agency** — about agency standards, our licence (EQUA0007), pay, holiday pay or the minimum wage
- **Information Commissioner's Office** (ico.org.uk, 0303 123 1113) — about how we use personal information (our registration Z1893119)
- **Acas** (0300 123 1100) — free advice on work problems
- **Modern Slavery Helpline** (08000 121 700) — if you think anyone is being exploited

Records and review

Every complaint and our answer is recorded in our system, seen only by the people dealing with it, and kept for 6 years. We review all complaints every year to learn from them.

Signed: Jason Norman, Managing Director · 19 October 2026

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