

External Grievance & Whistleblower Policy

How to raise a concern or make a complaint · For clients, suppliers, partners and members of the public · October 2026

At Brash Solutions we want to run our business with integrity, honesty and accountability. If you've had an experience with us that you feel was unfair, unsafe, unethical or not up to our standards, we want to hear about it. This policy explains how to tell us, what happens next, and how we protect anyone who speaks up.

1. Who can use this policy

Anyone outside our team who deals with Brash Solutions, including:

- clients and customers
- suppliers and subcontractors
- partners and collaborators
- members of our local community
- members of the public with a relevant concern

Our own team have a separate internal grievance procedure.

2. What you can raise

General concerns (grievances)

- the quality or delivery of our services
- contractual or professional issues
- ethical concerns
- environmental or sustainability concerns
- human rights or worker welfare concerns
- unsafe or illegal behaviour
- breaches of our policies or public commitments

Serious wrongdoing (whistleblowing)

- fraud, corruption or bribery
- serious breaches of law or regulation
- significant risks to health, safety or the environment
- human rights abuses
- systematic unethical behaviour

3. How to contact us

Choose whichever is easiest for you:

- **Email:** hello@brashsolutions.co.uk (please put "Complaint" or "Concern" in the subject line)
- **Phone:** 01442 877555

- **Post:** Brash Solutions Limited, S18-20 Audley House, Northbridge Road, Berkhamsted, Herts HP4 1EH (mark the envelope "Private & Confidential")

You don't have to give your name. If you'd rather stay anonymous, you can write to us without including your details. Telling us who you are does help us investigate fully and keep you updated.

4. What happens next

Step	What we do
1. Acknowledgement (within 3 working days)	We confirm we've received your concern and explain what happens next.
2. Initial review (within 5 working days)	We check whether your concern can be handled under this policy, ask for any details we need, and record it in our grievance register. If we can't accept it, we'll explain why in writing.
3. Investigation (up to 30 calendar days)	We look into it fairly and impartially, which may include reviewing evidence, speaking to the people involved, and getting outside advice where needed. We'll update you at least every 10 working days.
4. Outcome	We'll write to you with what we found, any action we've taken or plan to take, and any next steps.
5. Appeal	If you're not happy with the outcome, you can ask for a review. Because we're a small company, the review will be carried out by someone who wasn't involved in the original decision or, where appropriate, by an independent external adviser or mediator.

5. Confidentiality

We treat every concern confidentially and only share information with the people who need it to investigate. Personal information is handled in line with UK data protection law.

6. No retaliation

We will not tolerate anyone being treated unfairly for raising a concern in good faith. That includes unfair treatment, ending a contract or service, harassment or intimidation, or loss of business. Any retaliation will be investigated and may lead to disciplinary or contractual action.

7. What we can't investigate under this policy

Some issues are better handled another way, for example everyday support requests or minor service queries, matters already in legal proceedings, issues that don't relate to Brash Solutions, or complaints without enough detail to look into. If your concern falls into one of these, we'll tell you and point you to the right route.

8. Keeping this policy up to date

Richard Brash, CEO, is responsible for this policy. We review it every year, and whenever B Lab updates its standards, to make sure it stays fair and effective.

If you'd like to talk anything through before raising a concern, just give us a call on 01442 877555.

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