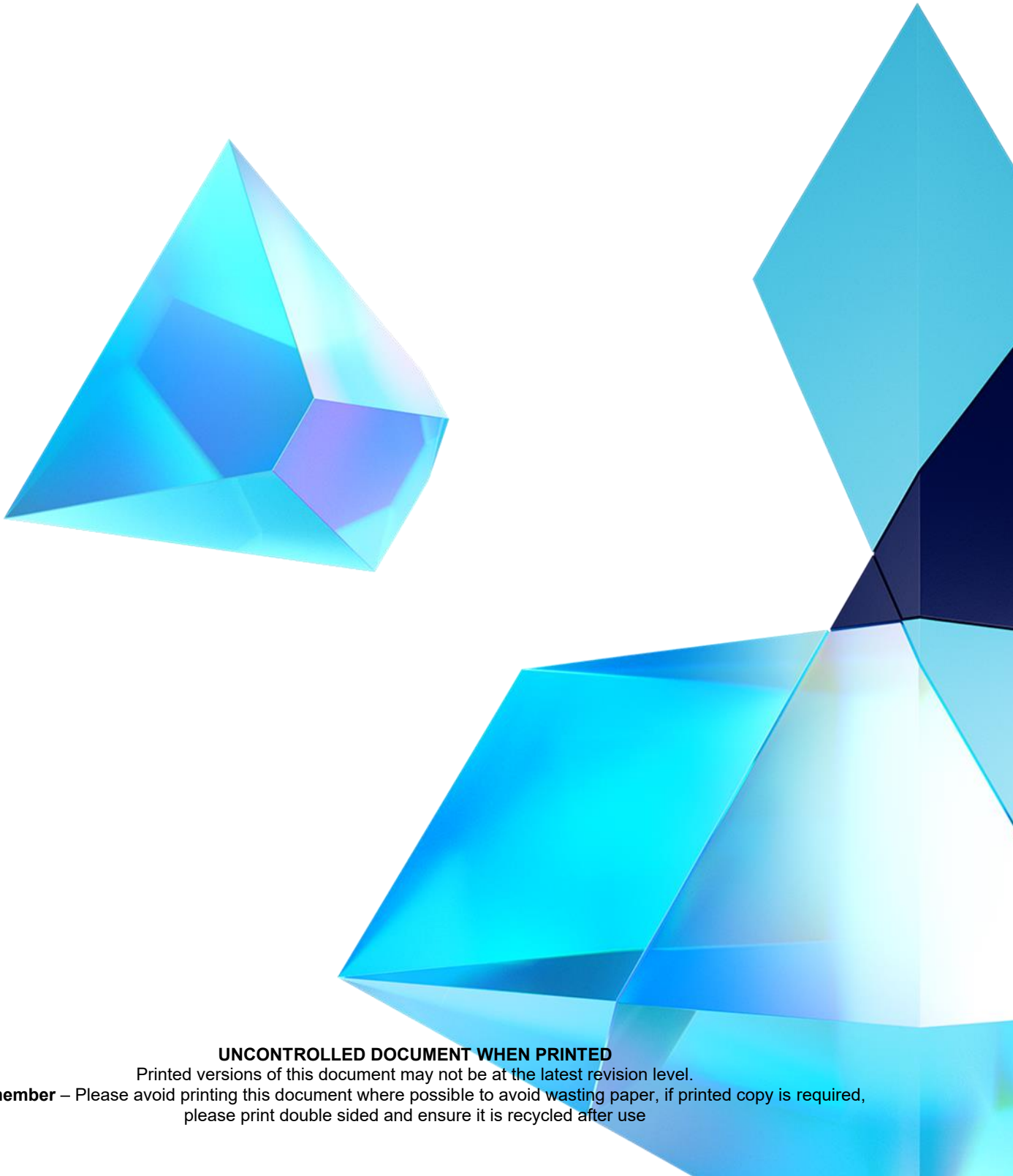


IMPELLAM GROUP

UK COMPLAINTS POLICY AND PROCEDURE

Date: June 2026



UNCONTROLLED DOCUMENT WHEN PRINTED

Printed versions of this document may not be at the latest revision level.

Remember – Please avoid printing this document where possible to avoid wasting paper, if printed copy is required, please print double sided and ensure it is recycled after use

I HAVE A COMPLAINT – WHAT DO I DO?

Impellam Group Limited and its subsidiaries are committed to providing a high-level service to all our stakeholders. Whether you are a client, candidate, worker or supplier - if you do not believe you have received a satisfactory service from us please advise us. As well as allowing us to investigate and resolve the matter for you; this will also help us to improve our standards.

First speak to your contact – we aim to resolve informally

If you have a complaint, please contact the business representative you have been in contact with, by phone in the first instance so that they can try to resolve your complaint informally.

If your problem is about an invoice you have received, in the first instance please contact our Credit Control Team at credit-control@impellam.com. As above, it is important the Credit Control Team are aware of any problems and are given the opportunity to put things right.

If you are a temporary worker and have a problem regarding your payment please contact your local Payroll Team.

Escalation to senior management – written stage

If you remain unsatisfied please contact the Quality & Compliance team and they will direct you to a senior employee of the relevant business. You can write to them at: First Floor, Mulberry House, Parkland Square, 750 Capability Green, Luton, LU1 3LU or by email at CXCompliance@Impellam.com.

How should I present my complaint?

Please put your complaint in writing and ensure to include the following:

- Full name and contact details.
- Full description of the complaint including:
 - The nature of the complaint
 - Dates and times of key events
 - Names of individuals/witnesses and their involvement

Please provide as much detail as you can to assist us in understanding your complaint including copies of all supporting documentation/evidence e.g., emails where appropriate.

Please note: We ask that complaints are raised within six months where possible, however, we may consider complaints outside this period depending on the circumstances. We cannot accept anonymous complaints, and we do not normally investigate a complaint whilst there are legal proceedings planned or ongoing.

What happens once I have submitted my complaint?

We will send you a letter acknowledging your complaint. We may need to confirm our understanding of the complaint and the outcome you are looking for before we can begin investigations and therefore we may ask you to confirm or explain the details set out in your complaint. We will also let you know the name of the person who will be dealing with your complaint.

We aim to acknowledge your complaint within 3 working days and provide a full response within 10 working days. If this is not possible, we will keep you informed and provide revised timelines.

We will keep you informed as to the progress of your complaint. Following our investigation, we will confirm our findings and any actions we will take, which may include an explanation, apology, corrective action or, where appropriate, financial adjustment.

We will handle all complaints in confidence and in accordance with our data protection obligations. Information provided will only be used to investigate and resolve your complaint.

Appeal – contact our legal team

If you are not satisfied with our response, you can write to the UK Legal team of Impellam Group, who will review the original decision within 10 working days and, if they deem necessary, conduct further investigations. You can write to them at: UK Legal team, Impellam Group, First Floor, Mulberry House, Parkland Square, 750 Capability Green, Luton, LU1 3LU or email legal@impellam.com

The UK Legal team will contact you to let you know of the outcome within 5 working days of the end of the review period and will explain the reasons.

External – further contacts

If you remain dissatisfied, you can contact the Employment Agencies Standards Inspectorate at the Department for Business Innovation and Skills or the Recruitment & Employment Confederation, the industry trade association, of which we are a member
<https://www.rec.uk.com/recruiters/compliance/complaints/making-a-complaint>.

Additional process for contractors

IR35 off payroll working dispute process *(for status determinations made by us)*

If you are a contractor of a personal services company and disagree with the status determination statement you have been issued by us, please raise this in writing, including your reasons for the dispute, to the business representative you have been in contact with. We have 45 calendar days in which to respond to your disagreement from the date it is received. We will consider the reasons for your disagreement and will review the SDS with the person who engaged your services. We will inform you if the original outcome is unchanged providing reasons or if the outcome has changed, we will withdraw the previous status determination and issue a new status determination statement with confirmation of the effective date.