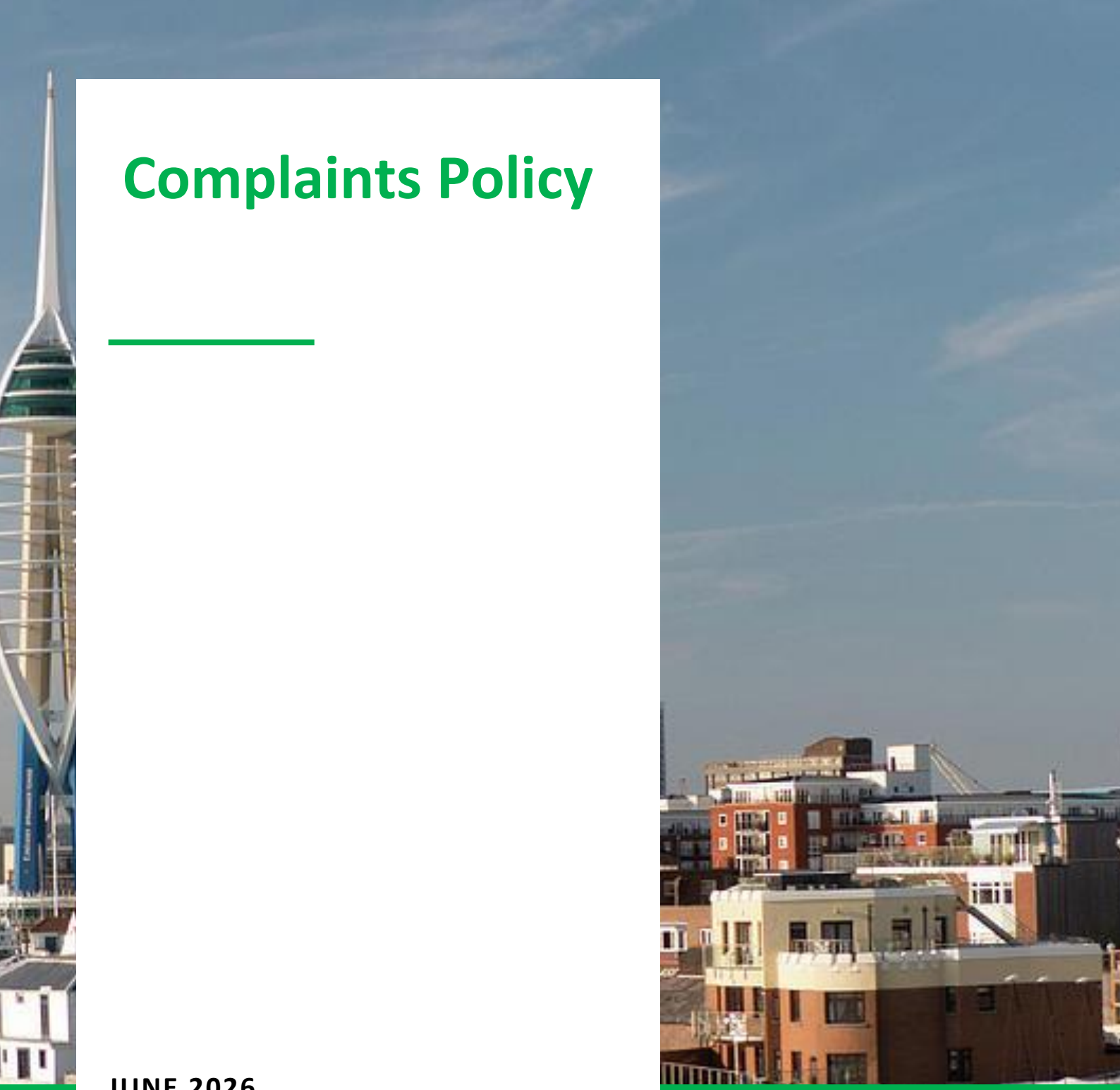

Complaints Policy

JUNE 2026

Liquid Friday Limited

LIQUID FRIDAY

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Version Table

Version	Date	Collaborator	Comments (If Any)
V1	November 2023	Joe Taffurelli	
V2	January 2025	Sam Pannell	Review
V3	March 2025	Sam Pannell	Updated contact details for Head of Customer Experience and changed author.
V4	June 2025	Sam Pannell	Updated reporting lines to reflect senior management team instead of Board of Directors. Updated business address. Included provisions for Vexatious or Malicious Complaints.
V5	Feb 2026	Lara Biggs	Change to Head of Customer Experience contact details.
V6	May 2026	Lara Biggs	Update to Head of Customer Experience.
V7	June 2026	Lara Biggs	Update to Job titles following company leavers

Definitions

In this Complaints Policy the following expressions have the following meanings:

"Appeal"	means your request to escalate a Complaint from Level Two to Level Three if you are not satisfied with the outcome at Level Two;
"Appeal Handler"	means an employee of Liquid Friday who will handle Level Three Complaints;
"Business Day"	means, any day (other than Saturday or Sunday) on which ordinary banks are open for their full range of normal business in UK;
"Complaint"	means a complaint about services provided by Liquid Friday, about our customer service, or about our employees;
"Complaints Policy"	means this document;
"Complaints Procedure"	means the internal complaints handling procedure of Liquid Friday which is followed when handling a Complaint and is available on request for your reference;
"Complaint Reference"	means a unique code assigned to your Complaint that will be used to track your Complaint;
"External Resolution"	means the referral of your Complaint to an external body or organisation for resolution if you are not satisfied with the outcome at Level Three;
"Level One"	means the first stage in our complaints handling procedure under which your Complaint will be handled by a Level One Complaint Handler;
"Level One Complaint Handler"	means an employee of Liquid Friday Team who will handle Level One Complaints;
"Level Two"	means the second stage in our complaints handling procedure under which you may appeal the outcome of a Level One Complaint. Your Complaint will be handled by Level Two Complaint Handler;
"Level Two Complaint Handler"	means an employee of Liquid Friday who will handle Level Two Complaints;
"Level Three"	means the third and final stage in our complaints handling procedure under which you may appeal the outcome of a Level Two Complaint.

Purpose of this Complaints Policy

What this Complaints Policy Covers

This Complaints Policy applies to the provision of services by Liquid Friday, to our customer service and to our employees & subcontractors.

For the purposes of this Complaints Policy, any reference to Liquid Friday also includes our employees.

Complaints may relate to any of our activities and may include (but not be limited to):

a) The quality of customer service you have received from Liquid Friday;

b) The behaviour and/or professional competence of our employees;

c) Delays, defects, poor workmanship or other problems associated with the provision of services by Liquid Friday;

The following are not considered to be Complaints and should therefore be directed to the appropriate department:

a) General questions about our services;

b) Matters concerning contractual or other legal disputes;

c) Formal requests for the disclosure of information, for example, under applicable legislation;

d) Queries relating to day-to-day Payroll operations, i.e. Timesheet queries etc.

Making a Complaint

All Complaints, whether they concern our services, our customer service, or our employees, should be made in one of the following ways:

a) In writing, addressed to Liquid Friday, The Quarterdeck, 3-6 The Boardwalk, Port Solent, PO6 4TP.

b) By email, addressed to hello@liquidfriday.co.uk;

c) By contacting us by telephone on 02392 883300.

When making a Complaint, you will be required to provide the following information in as much detail as is reasonably possible:

a) Your name, address, telephone number and email address (We will contact you using your preferred contact method as your Complaint is handled);

b) If you are making a Complaint on behalf of someone else, that person's name and contact details as well as your own;

c) If you are making a Complaint about a particular transaction, the payroll week in question or the remittance;

d) If you making a Complaint about a particular employee of ours, the name and, where appropriate, position of that employee;

e) Further details of your Complaint including, as appropriate, all times, dates, events, and people involved;

f) Details of any documents or other evidence you wish to rely on in support of your Complaint;

Details of what you would like Liquid Friday to do to resolve your Complaint and to put things right.

Please note that whist we will make every reasonable effort to accommodate such requests, we are not bound to take any action beyond that which we may be contractually or otherwise legally obliged to take.

Vexatious or Malicious Complaints

While Liquid Friday is committed to addressing all genuine complaints in a fair, respectful, and timely manner, we also recognise our responsibility to protect staff and resources from unreasonable or abusive conduct.

Complaints may be considered vexatious or malicious if they meet one or more of the following criteria:

- Repeated complaints about the same issue that have already been fully investigated and resolved.
- Use of abusive, offensive, or threatening language or behaviour towards staff.
- Unfounded allegations made with the intent to harass, harm, or defame.
- An insistence on pursuing unmeritorious complaints in an unreasonable manner, including excessive demands or the use of multiple channels to pressure staff.

Where a complaint is deemed vexatious or malicious, Liquid Friday reserves the right to:

- Cease further investigation of the matter.
- Limit or restrict contact with the complainant.
- Escalate the issue internally for further management or legal consideration.

Such decisions will be made at management or senior leadership level and will be clearly documented with reasons. The complainant will be informed in writing of the decision and any restrictions being applied.

This clause does not affect your right to escalate a genuine complaint to the appropriate level or seek external resolution.

How We Handle Your Complaint

Liquid Friday operates a three-stage complaints handling procedure. Following our Complaints Procedure, our aim is to always resolve Complaints to your satisfaction at Level One without further recourse to Level Two or Level Three. If you are not satisfied at the end of Level One, you may escalate your Complaint to Level Two. If you are not satisfied at the end of Level Two your Complaint may be escalated to Level Three at which point it will be handled by a member of the Senior Leadership Team. If you are still not satisfied at the end of Level Three, Complaints may progress to External Resolution as detailed below.

Level One

a) Upon receipt of your Complaint, a member of staff will log the Complaint in our CRM and will acknowledge receipt of it in writing within 2 days, giving you a Complaint Reference.

b) When we acknowledge receipt of your Complaint we will also provide details of your Level One Complaint Handler. Your complaint may be referred to an appropriate member of our team.

c) If your Complaint relates to a specific employee, that person will be informed of your Complaint and given a fair and reasonable opportunity to respond. Any communication between you and the employee in question should take place only via the Level One Complaint Handler and we respectfully ask that you do not contact the employee in question directly concerning the Complaint while we are working to resolve it.

d) If we require any further information or evidence from you, the Level One Complaint Handler will contact you as quickly as is reasonably possible to ask for it. We ask that you use reasonable efforts to supply any such information or evidence quickly in order to avoid delaying the complaints handling process. If you are for any reason unable to provide such information or evidence we will use all reasonable efforts to proceed without it, however please be aware that we will not ask for further information or evidence unless we consider it important to the successful resolution of your Complaint.

e) We aim to resolve Level One Complaints within 5 business days, however in some cases, particularly if your Complaint is of a complex nature, this may not be possible. If this is not possible for any reason you will be informed of the delay, the likely length of the delay and the reasons for it.

f) At the conclusion of the Level One complaints procedure, regardless of the outcome, we will provide you with full details of our investigation, our conclusions from that investigation, and any action taken as a result. You will also be reminded of your right to appeal our decision and escalate the complaint to Level Two.

Level Two

a) If you are not satisfied with the resolution of your complaint at Level One, you may request that the Complaint be escalated to Level Two within 5 business days, where your Complaint will be handled by a management level member of our team.

b) Escalation requests, quoting your original Complaint Reference, should be directed to your Level One Complaint Handler who will forward the request to an appropriate Level Two Complaint Handler. Receipt of escalation requests will be acknowledged in writing within 2 business days. When we acknowledge receipt of your escalation request we will also provide details of your Level Two Complaint Handler.

c) If your Complaint relates to a specific employee, that person will be informed of your Level Two Complaint and given a further opportunity to respond. Any communication between you and the employee in question should take place only via the Level Two Complaint Handler and we respectfully ask that you do not contact the employee in question directly concerning the Complaint while we are working to resolve it.

d) If we require any further information or evidence from you, the Level Two Complaint Handler will contact you as quickly as is reasonably possible to ask for it. We ask that you use reasonable efforts to supply any such information or evidence to us quickly in order to avoid delaying the complaints handling process. If you are for any reason unable to provide such information or evidence, we will use all reasonable efforts to proceed without it, however please be aware that we will not ask for further information or evidence unless we consider it important to the successful resolution of your Complaint.

e) We aim to resolve Level Two Complaints within 10 business days, however in some cases, particularly if your Complaint is of a complex nature, this may not be possible. If this is not possible for any reason you will be informed of the delay, the likely length of the delay and the reasons for it.

f) At the conclusion of the Level Two complaints procedure, regardless of the outcome, we will provide you with full details of our investigation, our conclusions from that investigation, and any action taken as a result. You will also be reminded of your right to appeal our decision and escalate the complaint to Level Three.

Level Three

a) If you are not satisfied with the resolution of your complaint at Level Two, you may appeal the decision within 5 business days, and have the Complaint escalated to Level Three where it will be handled by our Senior Leadership Team.

b) Appeals, quoting your original Complaint Reference, should be directed to your Level Two Complaint Handler who will forward the request to an appropriate Appeal Handler. Receipt of Appeals will be acknowledged in writing within 2 days. When we acknowledge receipt of your Appeal we will also provide details of your Appeal Handler.

c) If your Complaint relates to a specific employee, that person will be informed of your Appeal and given a further opportunity to respond. Any communication between you and the employee in question should take place only via the Appeal Handler and we respectfully ask that you do not contact the employee in question directly concerning the Complaint while we are working to resolve it.

d) If we require any further information or evidence from you, the Appeal Handler will contact you as quickly as is reasonably possible to ask for it. We ask that you use reasonable efforts to supply any such information or evidence to us quickly in order to avoid delaying the complaints handling process. If you are for any reason unable to provide such information or evidence, we will use all reasonable efforts to proceed without it, however please be aware that we will not ask for further information or evidence unless we consider it important to the successful resolution of your Complaint.

e) We aim to resolve Level Three Complaints within 25 business days, however in some cases, particularly if your Complaint is of a complex nature, this may not be possible. If this is not possible for any reason you will be informed of the delay, the likely length of the delay and the reasons for it.

f) At the conclusion of the Level Three procedure, regardless of the outcome, we will provide you with full details of our investigation, our conclusions from that investigation, and any action taken as a result. Our decision at this stage is final, subject to your right to seek External Resolution of your Complaint.

g) As we are a member of the Freelancer & Contractor Services Association (FCSA) you, as our customer, have the right to seek External Resolution of your Complaint from that organisation if you are not satisfied with the outcome of your Complaint at Level Three.

External Resolution

If you are not satisfied with the resolution of your Complaint at Level Three you may seek External Resolution of your Complaint from the FCSA. For details of complaint and conflict resolution mechanisms available from FCSA, online at https://fcsa.org.uk/complaints-form/

Confidentiality and Data Protection

All Complaints and information relating thereto are treated with the utmost confidence. Such information will only be shared with those employees of Liquid Friday who need to know in order to handle your Complaint.

We may ask for your permission to use details of your Complaint (with your personal details removed) for internal training and quality improvement purposes. If you have given such permission, you may revoke it at any time by contacting us.

All personal information that we may collect (including, but not limited to, your name and address) will be collected, used and held in accordance with the provisions of UK data protection law (including but not limited to the UK GDPR, the Data Protection Act 2018, and the Privacy and

Electronic Communications Regulations 2003) and your rights thereunder, as set out in our Privacy Policy available from https://www.liquidfriday.co.uk/privacy-policy/

Questions and Further Information

If you have any questions or require further information about any aspect of this Complaints Policy or about our Complaints Procedure, please contact Contractor Care by telephone on 02392 883300, or by email at hello@liquidfriday.co.uk

Policy Responsibility and Review

Overall responsibility for this Complaints Policy within Liquid Friday and the implementation thereof lies with Mert Kesici, Head of Customer Experience.

This Complaints Policy is regularly reviewed and updated as required.

This Complaints Policy was adopted on 01/12/2023.

This Complaints Policy was last reviewed on 03/06/2026.

LIQUID FRIDAY

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