PHSSL GROUP

COMPLAINTS, CONCERNS & COMPLIMENTS

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PHSSL Group is the umbrella website and trading presentation for separate legal businesses, including PHSSL Care Limited, PHSSL Staffing Limited and PHSSL Property Investment Solutions Limited. Where you contact or use a service of a particular PHSSL company, that company is responsible for the relevant service and its legal obligations.

1. Our approach

We welcome feedback about PHSSL Group businesses. Complaints, concerns and compliments help us understand what is working well and where improvement may be needed. Raising a genuine concern should not result in unfair treatment.

2. How to raise a complaint or concern

Please contact the PHSSL company responsible for the service, assignment or enquiry. Give your name and contact details if you are comfortable doing so, explain what happened, identify the service or company involved, and tell us what outcome you are seeking. Complaints may be made through the website contact facility or to the relevant company at ICON Offices, 321-323 High Road, Chadwell, Romford RM6 6AX.

3. What happens next

We will aim to acknowledge the matter, identify the appropriate person to review it, gather relevant information, communicate the outcome and consider any learning or corrective action. More complex matters may take longer and we will seek to keep the complainant informed.

4. Safeguarding and serious matters

A complaint that indicates abuse, neglect, serious safety risk, criminal conduct or another matter requiring external notification may be escalated to the appropriate safeguarding authority, regulator, police or other body.

5. PHSSL Care complaints

Where a complaint concerns a regulated care service, PHSSL Care Limited's formal Complaints, Concerns & Compliments Policy and applicable regulatory arrangements will apply. This Group document is a public access route and summary.

6. Compliments

We are also pleased to receive compliments about staff or services. Positive feedback may be used for learning and recognition, while respecting confidentiality.

Approval and Sign-off

This public website document has been reviewed and approved for publication on behalf of the relevant PHSSL businesses.

Approved by	Lade Awosika
Position	Director
Approval method	Approved electronically by Lade Awosika, Director
Approval date	September 2026
Next review	September 2027

Electronic approval is recorded above. No handwritten signature or signature image is required on the public website copy.