

FISH N FLIPS

COMPLAINT HANDLING PROCEDURE

1. PURPOSE & SCOPE

Fish N Flips has developed a complaint handling procedure to ensure that complaints are handled in a clearly defined and effective manner. The complaints handling procedure should provide a consistent experience for all FNF customers and other parties who register a complaint. It will also allow the ongoing monitoring of all complaints received by FNF. This procedure is representative of Fish N Flips commitment to fair and transparent dealings with our customers and visitors.

2. RESPONSIBILITY & AUTHORITY

FNF employees, franchises (owners/operators), contractors and suppliers should be aware of this complaint handling procedure and how it impacts the complainant.

3. PROCEDURE

FNF defines a complaint as an expression of dissatisfaction received by the company, communicated either verbally or formally in writing, either directly or through a third party, relating to FNF products or services, where either a response, resolution and / or compensation have been requested.

The responsibility for complaints handling is an individual responsibility and wherever possible should be resolved at the first point of contact. This complaint handling procedure will encourage individuals to have responsibility for dealing with a complaint right through to final resolution.

Complaints are a gift in that, if a customer takes the time to record their grievance it provides an opportunity for the company to resolve the issue and, if done well, maximise customer loyalty and help foster customer advocacy. A small number of complaints within a particular area could indicate a broader issue or trend across one of FNF's products or services which has a larger impact on Fish N Flips overall performance and brand reputation

The complaint process is an opportunity to develop and grow, both personally (in dealing with them) and professionally (in identifying areas for business improvement).

4. FAIRNESS

This complaint handling procedure is founded on a principle of fairness. This foundation allows FNF to provide a clear basis for making decisions in resolving complaints. The perception of fairness can be a significant contributor in meeting customer expectations.

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Fairness includes the customer being heard, being given a fair hearing and receiving a fair and confidential response from FNF. A customer may include a FNF regular, a casual visitor or any other party visiting a Fish N Flips premises.

5. REMEDIES

There will always be a range of options or remedies available in addressing and resolving complaint handling issues. These remedies can include:

1. Feedback or provision of information
2. Provision of services as compensation
3. Goodwill gift
4. Refund
5. Apology (without admission of liability)

6. PROCESSING COMPLAINTS

- Stay Calm (They may be frustrated)
- Listen (Don't interrupt), Seek to understand (often you will get clues as to their needs)
- Be empathetic, acknowledge feelings without denial or admission of guilt
- Clarify by repeating back their concerns
- Try to resolve there and then (offer a remedy)
- Apologise about their experience
- Document the complaint and seek guidance from above
- Resolve within 7 days

7. RESPONSIBLE PERSON

The person responsible for managing and following the complaint through to a satisfactory resolution should be the person to whom the complaint is made (Original Complaint Recipient). Where possible every verbal complaint (face to face or phone based) should be resolved as quickly as possible.

This means that rather than collecting information and passing it on for someone else to deal with, the person who has taken the complaint must instead obtain the additional information required and get back in touch with the customer themselves.

The benefits of doing this include:

- The rapport developed with the customer is retained as they are talking to the same person that received their original complaint.
- The customer does not have to repeat their issue or complaint a number of times.

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- The complaint can be addressed more quickly and effectively as there are fewer people involved.

FNF encourages all staff to take ownership for complaints and seeks to provide opportunities for the original complaint recipient to follow the complaint through to final resolution.

While all complaints should be handled by the original recipient in some situations this may not be practical. If the original complaint recipient is a casual staff member and the complaint cannot be resolved at the time the complaint is made the details of the complaint should be passed on to the Chief Flipper or nominated delegate.

This information should be recorded via email to the Chief Flipper/franchise or in severe cases the General Manager.

8. RECORDS

All records must be fully completed in a legible manner and filed to allow for easy retrieval.