



Grievance Policy

Our Commitment

At Fussy, we want everyone connected to our business - our team, suppliers, manufacturers, partners, customers and the public - to feel heard, respected and treated fairly. We believe in order to be a good business we have to listen when something has gone wrong.

This policy explains how to raise a grievance, how it will be handled, the timelines you can expect, and when a grievance may be handled through a different process.

Who Can Use This Policy

Anyone connected to Fussy: employees, workers, former employees, contractors, consultants, job applicants, suppliers, manufacturers (and their workforces), retail and logistics partners, customers, and members of the public.

What is a Grievance?

A grievance is a concern, problem or complaint about how you have been treated, how we have behaved, or something that has happened in connection with our business - for example, treatment by colleagues or Fussy staff, working conditions (employees and workers), how we have handled a commercial relationship (partners), or how we have behaved against our values (anyone).

A grievance is for issues personal to you. Concerns about serious wrongdoing affecting others, the organisation or the public - illegal activity, modern slavery, environmental damage, greenwashing, systemic misconduct - should be raised under the Whistleblowing Policy, which carries specific legal protections. If you're unsure which fits, the Head of People can advise confidentially.

Informal Resolution

Many concerns are resolved quickest through an informal conversation. If you're an employee or worker, speak to your line manager (or the Head of People if your manager is involved). For external stakeholders, an informal conversation with your usual Fussy contact or the Head of People is often the fastest route. If that doesn't work or isn't appropriate, move on to the formal process below.

How to Raise a Formal Grievance

Who you are	How to raise a grievance
Fussy employee or worker	Speak to your line manager informally if you can. Otherwise, submit a written grievance to the Head of People (abigail@getfussy.com). If it involves the Head of People, send to the CEO. If it involves the CEO, send it to any other member of the Board.
Former employee or worker	Submit in writing to the Head of People. We normally handle grievances raised within 3 months of your last day; outside that, we will consider on a case-by-case basis.
Supplier, manufacturer or partner	Use the public webform here Raising a Concern With Fussy
Customer or member of the public	Routine product or service complaints: hi@getfussy.com. Concerns about how we have treated you or behaved as a business: Raising a Concern With Fussy
Anyone, anonymously	Submit via the public webform. We will consider every anonymous grievance, though our ability to investigate or feed back may be limited.

Whichever route you use, please put the grievance in writing and include: a clear statement it is a formal grievance; what happened (with dates and people involved); what you have done to try to resolve it; any supporting documents; and the outcome you're looking for. If you need help putting it in writing (disability, neurodivergence, language, or any other reason), tell us and we will make reasonable adjustments.

Our Process

We will acknowledge your grievance within five working days and confirm who will manage it (the "Grievance Manager" - someone independent of the matter). For grievances involving the Head of People, the CEO, or where independence requires it, the grievance is handled by another senior manager or the member of the Senior Leadership Team.

You'll be invited to a meeting to discuss your grievance, normally within 10 working days. You can bring a companion - for employees this is a colleague or trade union representative, for external stakeholders this is a person of your choice (excluding a legal representative acting professionally). Your companion can take notes, speak on your behalf and confer with you, but cannot answer questions for you. **Audio or video recording is not permitted unless agreed by all parties in advance.**

Depending on the situation, the Grievance Manager may suggest mediation - a voluntary, informal and confidential route facilitated by a trained mediator. Where investigation is needed, the Grievance Manager will gather evidence proportionate to the issue (interviews, document review, etc.) and will keep you informed of progress. We will then write to you with the outcome - confirming whether the grievance is upheld, partly upheld or not upheld, the reasons, any action being taken, and your right to appeal.

Our Timelines

Stage	Timeline	What we do
Acknowledgement	5 working days	Confirm receipt and assign a Grievance Manager
First meeting	10 working days	Meeting with you to discuss the grievance and the outcome you're seeking
Investigation	Normally 20 working days	Carry out a proportionate investigation - interviews, document review, etc.
Written outcome	5 working days after close	Outcome letter with decision, any action, and your right to appeal
Appeal hearing	15 working days from appeal	Heard by someone not previously involved
Appeal outcome	5 working days after hearing	Final written decision - no further appeal

If we can't meet a timeline in a specific case, we'll write to you, explain why, and confirm a revised date. Either of us can request a reasonable extension.

When a Grievance Won't Be Handled Under This Policy

We will look carefully at every grievance. We may decline to handle one under this policy where:

- It is more appropriate under another policy (Whistleblowing, Disciplinary, or our Customer Service process)
- The same concern has already been fully investigated and no new evidence has been provided
- It relates to a Performance or Disciplinary decision (the relevant appeal route applies)

- It doesn't contain enough detail for us to investigate, even after we ask for more
- We can demonstrate that this grievance was raised maliciously or in the knowledge that it is false
- Events were so long ago that fair investigation is no longer possible
- Investigating would breach a legal obligation or compromise an active legal or regulatory process

Where we decline, we will write to you within 10 working days explaining why in plain language, signposting the alternative route, and explaining how to ask the Board to review the decision. A grievance that is not upheld is not the same as a malicious one - we will never penalise anyone for raising a grievance in good faith.

Appeals

If you are not satisfied with the outcome, you can appeal in writing within 7 calendar days, setting out the grounds. Appeals can be made on the procedure, the decision, the action proposed, or new evidence. Employee/worker appeals go to the CEO; external appeals (and any appeal involving the CEO) go to the Board. The appeal is heard by someone not previously involved, and the decision is final.

Confidentiality, Protection and Support

Grievances are handled sensitively. Information is only shared with people who genuinely need to know to investigate and resolve the matter, and everyone involved must keep it confidential. No one will face detriment, retaliation or unfavourable treatment for raising a grievance in good faith, supporting someone else's, or taking part in an investigation - retaliation may itself be a disciplinary matter or grounds to review our relationship.

Support available: confidential conversations with the Head of People; mediation where appropriate; reasonable adjustments to the process; and free, impartial advice from ACAS on 0300 123 1100.

How We Record and Track Grievances

- Confidential central log of every formal grievance, held securely by the People Team
- Every grievance is tracked against the timelines above; overdue cases are escalated to the CEO
- Anonymised monthly summary reported to the SLT, with trends and remedial actions, in line with our B Corp commitments
- Records retained for 6 years after closure in line with our Data Protection Policy, then securely deleted

We review this policy annually.

Responsibility

The CEO has overall responsibility. The Head of People holds day-to-day operational responsibility, including the central log and board reporting. The Board provides

independent oversight, handles grievances involving senior leadership, and acts as the appeal route for external stakeholders.

How to Contact Us

Public webform: [Raising a Concern With Fussy](#)

Head of People: Abigail Stone - abigail@getfussy.com

Founder & CEO: Matthew Kennedy - matt@getfussy.com

ACAS (free, impartial employment advice): 0300 123 1100