

1. Introduction

Pathfinder Legal Services Limited (the 'Firm') is committed to delivering high-quality legal services and excellent client care. We actively seek feedback from our clients as an important part of maintaining and improving our services.

In addition, the Firm seeks annual feedback from its shareholder clients. We welcome all feedback, including compliments, suggestions and complaints, as these help us continuously enhance our service delivery. This policy explains how clients and other parties can provide feedback, raise concerns or make a compliment, and outlines the process the Firm will follow when reviewing and responding to them.

Given the nature of the Firm's work, the Firm may also receive feedback or complaints from individuals or organisations who are not clients ("third parties"). Where such feedback is received, the Firm will consider and respond to it as appropriate, taking into account the nature and circumstances of the issues raised.

2. Purpose

The Firm values all feedback, whether positive or negative, as it helps us understand what we do well and where we can improve. Compliments enable us to recognise good practice, while concerns and complaints provide an opportunity to address issues, learn from experience and enhance the services we provide.

We are committed to dealing with feedback openly, fairly and promptly, and to working with clients to resolve concerns wherever possible.

This policy sets out how compliments and complaints will be received, considered and managed by the Firm. It also supports the Firm's regulatory obligations, including the requirement to maintain an effective complaints-handling process and to inform clients of their right to refer unresolved complaints to the Legal Ombudsman where appropriate.

3. Complaints Procedure

If you are dissatisfied with any aspect of the service or advice provided by the Firm, please submit your complaint in writing to: feedback@pathfinderlegal.co.uk.

To help us investigate your concerns promptly, please provide a clear description of the issue, how it arose, and quote the Firm's reference number where possible.

Upon receipt, your complaint will be referred to the fee earner responsible for the matter and their Line Manager for review. Where a complaint is received directly by a

fee earner or Line Manager, it will be notified to the Head of Finance, Operations and Compliance (or their nominee).

The Head of Finance, Operations and Compliance is responsible for maintaining a central register of complaints and outcomes. This enables the Firm to monitor complaints, identify trends, share learning and support continuous improvement in the services we provide.

4. How your complaint will be dealt with

We take all complaints seriously and view them as an opportunity to understand concerns, resolve issues and improve our services. Upon receipt of your complaint, we will acknowledge it within **three working days**. We will then:

- Record your complaint in Firm's complaints register;
- Contact you if we require any further information or clarification;
- Confirm who will be responsible for reviewing and responding to your complaint; and
- Explain the next steps in the process, including the anticipated timeframe for our response.

5. Our Complaints Process

STAGE 1: Initial Review

Within **10 working days** of receiving your complaint, or any further information requested from you, the complaint will be reviewed by the relevant Line Manager. This will normally involve reviewing the file and discussing the concerns raised with the fee earner responsible for the matter.

Where the complaint relates to a Head of Service, the review will be undertaken by another Head of Service, as appropriate.

Within **15 working days** of receiving your complaint, or any further information requested, we will write to you with the outcome of our review. Where your complaint is upheld, we will explain the steps we will take to address your concerns and any action we propose to take to improve our service.

STAGE 2: Escalation Review

If you are dissatisfied with the outcome of Stage 1, you may request a further review within **14 calendar days** of receiving our response.

A Head of Service, who has had no previous involvement in the matter will undertake the review. Where the complaint concerns a Head of Service, the review will be conducted by a Joint Chief Executive.

We will commence the review within **5 working days** of receiving your request and will provide a written outcome within **20 working days**. If additional time is required, we will explain the reason for the delay and provide an updated timescale.

Where your complaint is upheld, we will explain the action we will take to resolve the matter and identify any learning or improvements arising from the complaint.

6. Legal Ombudsman

If you remain dissatisfied after completing our complaints process, you may refer your complaint to the Legal Ombudsman. The Legal Ombudsman will generally expect you to have exhausted our internal complaints procedure before considering your complaint.

A complaint to the Legal Ombudsman must usually be made:

- Within one year of the act or omission being complained about; or
- Within one year of the date on which you became aware, or should reasonably have become aware, that there was cause for complaint; and
- Within six months of our final written response to your complaint.

The contact details for the Legal Ombudsman are:

Address: Legal Ombudsman, PO Box 6167, Slough, SL1 0EH
Telephone: 0300 555 0333
Email: enquiries@legalombudsman.org.uk
Website: www.legalombudsman.org.uk

7. Third Party Feedback

The Firm welcomes feedback from third parties, including compliments, comments and concerns. Feedback should be submitted to: feedback@pathfinderlegal.co.uk.

8. Matters Outside the Firm's Complaints Process

Certain concerns are more appropriately addressed through the relevant legal, court, tribunal or regulatory process and cannot be determined through the Firm's feedback procedure.

This includes:

- Concerns that legal proceedings should not have been commenced;
- Disagreement with how a case is being progressed through the courts or tribunals;
- Alleged non-compliance with court directions, procedural requirements or timetables; and
- Challenges to decisions, judgments or sanctions imposed by a court or tribunal.

Such matters should be raised through the applicable court, tribunal, appeal or regulatory process.

9. Concerns About the Conduct of Our People

Where a third party wishes to raise concerns about the conduct or behaviour of a member of the Firm's staff, the concern should be submitted in writing to feedback@pathfinderlegal.co.uk, setting out the details of the issue and the circumstances giving rise to it.

The concern will be reviewed by the relevant Line Manager and recorded in the Firm's feedback register. The matter will be considered in accordance with the process and timescales set out in this policy.

If, following completion of the Firm's complaints process, the complainant remains dissatisfied, they may choose to refer the matter to the relevant professional regulator where appropriate. Further information regarding applicable regulatory bodies can be provided on request.

10. Unreasonable or Repetitive Complaints

The Firm is committed to considering feedback fairly and objectively. However, where concerns have been fully reviewed and responded to, the Firm may decline to revisit the same issues unless new and relevant information is provided.

The Firm also reserves the right to manage complaints in accordance with its [Unreasonable and Vexatious Complaints Policy](#), where a complainant's behaviour is considered abusive, threatening, defamatory or otherwise unreasonable.

11. Compliments

The Firm values positive feedback and recognises the important role it plays in helping us understand what we do well and where we deliver exceptional service.

Compliments provide an opportunity to recognise and celebrate the professionalism, commitment and expertise of our people. We therefore welcome positive feedback from clients and other stakeholders.

Any compliments received will be shared with the relevant individual and their Line Manager and will be recorded to support staff recognition and the continual development of our services.

12. Feedback Records

The Firm maintains records of complaints and compliments to help identify trends, share learning, recognise good practice and support continuous improvement.

A central register of complaints is maintained by the Head of Finance, Operations and Compliance. Records will include details of the complaint, any supporting correspondence, the actions taken to investigate the matter and the outcome.

Complaints data is reviewed regularly and reported to the Legal Services Leadership Team to support oversight, learning and service improvement.

A central register of compliments is maintained by the Firm and can be shared with the Firm, Board and Shareholders where appropriate to recognise good practice, learning opportunities and celebrate success.

13. Further information

Employees with questions about how to apply this policy should direct these to their line manager or Head of Service. Any client queries about this policy should be directed to feedback@pathfinderlegal.co.uk.

FEEDBACK AND COMPLAINTS POLICY

Policy owned by:	Salma Kantharia & Jennifer Lee
Job title:	Joint Chief Executives
Policy reviewed by:	Anne Holton
Job title:	Head of Service, Property & Housing and Planning & Highways
Policy approved by:	Salma Kantharia & Jennifer Lee
Policy review date:	3 rd September 2026
Policy updated at last review:	Yes (Feedback and Third-Party Complaints policies merged)
Next policy review date:	28 th February 2027, to be reviewed annually.