


POLICY NUMBER: SLPOL043:3		
POLICY TITLE: FEEDBACK AND COMPLAINTS POLICY		
Approver: David Cooke (Board Chair)	Date Approved: July 2025	Review Date: July 2027

## 1.0 PURPOSE AND SCOPE

Feedback and complaints assist Skillset Limited (Skillset) to identify areas for improvement and to implement necessary changes to enhance products, services, and processes. This leads to enhanced stakeholder satisfaction and the prevention of dissatisfaction recurrence. This Policy provides the mechanism for receiving, managing, and resolving stakeholder complaints in a timely, fair, and consistent manner.

Through this Policy, Skillset ensures the right of stakeholders to make a complaint. This Policy aims to build trust and confidence among stakeholders by demonstrating a commitment to listening and responding to concerns.

## 2.0 DEFINITION

**Complaint:** a typically unsolicited expression of dissatisfaction, concern or frustration, however made, about the standard of service, actions or lack of action made by Skillset or its Employees, affecting an individual, group of clients, or other stakeholders. Complaints typically involve a formal or informal communication from a stakeholder indicating that their expectations have not been met and seek a response, resolution or redress which cannot be immediately provided.

**Feedback:** information provided by stakeholders that can be positive or negative. It is often solicited and aims to offer insights into experiences, perceptions, and suggestions for improvement which can be resolved immediately, or which don't hold the expectation of further response.

**Complainant:** The individual or entity making the complaint. Complainants have the right to: raise a complaint; remain anonymous where desired; have their complaint managed in a confidential manner; and an unbiased decision made including impartiality in any investigation and decision-making and an absence of bias by a decision-maker.


**Complaint handler:** A complaint handler manages and resolves complaints, including by listening, investigating, and coordinating resolution of concerns.

## 3.0 MAKING A COMPLAINT

Feedback or a complaint may be raised to Skillset by any stakeholder, through various channels including: face to face, by phone, by email, through the Skillset website or by post. When submitting a complaint, the complainant may provide their name, contact information, a description of the issue, the date and time of any specific incidents, and any supporting documents or evidence. This information will assist Skillset in ensuring that the complaint is accurately understood, recorded and can be effectively addressed. The receipt of a complaint will be promptly acknowledged by Skillset.

Complainants may elect to remain anonymous or be dealt with under a pseudonym, however if a complainant elects to do this, the complaint may not be able to be investigated fully, and a resolution may not be able to be provided depending on the nature of the complaint.

Skillset will maintain the confidentiality of parties involved in a complaint, including ensuring information is restricted to those directly involved in the complaint and its resolution. All reasonable steps will be taken to ensure that anyone who makes a complaint is not adversely affected because a complaint has been made.

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Complaints related to the Chief Executive Officer, should be raised to the Chair of the Skillset Limited Board via email to [chair@skillset.com.au](mailto:chair@skillset.com.au).

#### 4.0 COMPLAINT MANAGEMENT

Skillset will acknowledge receipt of all complaints within two business days. Complaints will be managed with integrity and in an equitable, objective and unbiased manner. The complaint will undergo an initial assessment, so that it can be assigned to an appropriate department or individual to resolve, known as a complaint handler. Any conflicts of interest, whether actual or perceived, will be managed in accordance with [SLPOL060 - Conflict of Interest Policy](#). A Senior Leader will support the complaint handler as required and provide oversight of the process.

The complaint handler will conduct a thorough investigation, gathering all relevant information and evidence. Based on the findings, and with input from the complainant, the complaint handler will recommend an appropriate resolution to a member of the Senior Leadership Team for approval. The complaint handler will ensure implementation of any necessary actions required to address the complaint, and inform the complainant of the resolution and actions taken as a result of the complaint where possible.

Skillset will aim to resolve complaints as soon as practical and will maintain contact with the complainant at regular intervals until the complaint is resolved.

All complaints, investigations, and resolutions will be documented and analysed to identify trends and areas for improvement, fostering a culture of continuous improvement.

#### 5.0 ESCALATION OF COMPLAINTS


If, at the conclusion of the complaint management process, the complainant is unsatisfied with how their complaint has been handled and/or resolved, they may ask that the complaint outcome is reviewed by a higher level of management, which may be a Senior Leadership Team member or the CEO. They will review the complaint and actions taken by the complaint handler and determine whether the process undertaken adhered to this Policy.

In some circumstances, the CEO or the Chair may engage an external party to conduct an independent investigation on their behalf.

Where Skillset can't resolve or clarify a complaint to the complainant's satisfaction, the complainant may be provided advice regarding the available rights and opportunities for external review. The organisation, authority or person we refer to will depend on the nature of the complaint.

#### 6.0 RELATED INFORMATION

<b>Related legislation and other requirements</b>
National Standards for Group Training Organisations (2017)
<b>Related Documents</b>
<a href="#">SLPOL001 - Quality</a> <a href="#">SLPOL060 - Conflict of Interest Policy</a> <a href="#">SLPOL035 - Whistleblower Policy</a> <a href="#">SLSOP010 - Feedback &amp; Complaint Handling Procedure</a>

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## 7.0 REVIEW HISTORY

Version	Revisions/changes	Date
2	Scheduled review	April 2024
3	Revision to emphasise benefits of complaint management, differences between complaints and feedback, and to remove procedural content.	July 2025