**REWILDING EUROPE COMPLAINTS POLICY & PROCEDURE**
**3 September 2026**

## Introduction

Rewilding Europe strives to conduct its activities professionally, transparently and with due regard for the interests of all stakeholders. Despite our best efforts, concerns, misunderstandings or mistakes may occur.

Complaints provide valuable feedback and opportunities for learning, accountability and continuous improvement. Rewilding Europe is committed to handling complaints fairly, promptly and respectfully.

This policy & procedure describes how complaints by external stakeholders relating to the activities of Rewilding Europe will be received, assessed, investigated and resolved.

## Scope

This policy applies to complaints regarding any activity, project, decision, communication, service, representative, employee or other aspect of Rewilding Europe's operations.

A complaint is defined as:
*Any expression of dissatisfaction with Rewilding Europe. This may relate to activities we carry out or support and/or the behaviour of employees and representatives of Rewilding Europe.*

Complaints may involve the following matters:

- Reports of conflicts of interest;
- reports of fraud or corruption;
- reports of inappropriate behaviour (including harassment, discrimination and misconduct);
- reports of integrity violations.

Such complaints will be handled in accordance with the relevant policies and procedures of Rewilding Europe:

- Code of Conduct
- Anti-Fraud and Anti-Corruption Policy
- Policy on Integrity and Inappropriate Behaviour

## Principles

Rewilding Europe is committed to ensuring that all complaints are handled in accordance with the following principles:

a) All complaints will be taken seriously and handled without undue delay.

b) Complaints will be treated with sensitivity, discretion and understanding.
c) Complainants will be treated with respect throughout the process.
d) Complaints will be handled confidentially to the extent possible.
e) Rewilding Europe will keep complainants informed about the progress of their complaint. Complainants will receive a response within five working days and will be informed within eight weeks about Rewilding Europe's position and any consequential action to be taken.
f) Complaints are recognised as an important source of feedback and organisational learning.
g) No person will be disadvantaged for making a complaint in good faith.

**Complaint registration**

All written complaints and all significant verbal complaints shall be recorded in the complaints register. The register should include, as a minimum:

- date received;
- complainant details, where provided;
- nature of the complaint;
- responsible stakeholder;
- actions taken;
- outcome;
- date of closure;
- lessons learned, where applicable.

Written complaints can be shared via Rewilding Europe's website or via email complaints@rewildingeurope.com. In cases of inappropriate behavior or integrity violations Rewilding Europe's integrity officer (integrity@rewildingeurope.com) or our external confidential advisor can be contacted (info@humanresults.com).

**Procedure**

Verbal Complaints

1. Employees receiving a verbal or telephone complaint should seek to resolve the matter immediately whenever possible.
2. Where the matter cannot be resolved during the initial contact, the complaint shall be referred to the responsible stakeholder and recorded in the complaints register.
3. The complainant shall be informed about the next steps and provided with an update within five working days.

Written Complaints

1. Upon receipt, a written complaint shall be recorded in the complaints register and forwarded to the responsible stakeholder.
2. The complainant shall receive an acknowledgement of receipt within five working days.
3. The responsible stakeholder shall review and investigate the complaint.

4. Rewilding Europe aims to provide a written response within eight weeks of receipt. The response should include, where appropriate:
   - a summary of the findings;
   - any corrective actions taken or proposed;
   - the rationale for the decision;
   - information regarding the review process.
5. Where additional investigation is required, the complainant shall be informed of the reason for the delay and the expected timeframe for completion.

**Monitoring**

Complaints shall be reviewed periodically to identify recurring issues, trends and opportunities for improvement. At least annually, the Executive Team and integrity officer shall review complaints received during the reporting period in order to:

- assess organisational performance;
- identify recurring concerns and root causes;
- strengthen policies, procedures and internal controls;
- support organisational learning and continuous improvement.