

General Complaint

Standard Operating Procedure

Global

Owner: Head of Risk, Safety and Integrity

Purpose

This document explains how The Fred Hollows Foundation (The Foundation) receives, handles, and resolves General Complaints. It applies to complaints from staff, partners, beneficiaries, donors, and members of the public about The Foundation's work, programs, services, conduct, fundraising, or operations.

You do not need to classify your concern. If your complaint relates to a different matter type, such as a safeguarding concern, whistleblowing disclosure, financial misconduct, or serious untoward incident, The Foundation will redirect it to the right process.

Our commitment

- treat every complaint seriously and handle it with respect
- acknowledge your complaint promptly
- assess and respond to complaints fairly and impartially
- protect your confidentiality to the greatest extent possible
- take appropriate action where problems are identified
- learn from complaints to improve our work

How to Make a Complaint

Complaints can be made by anyone including staff, partners, beneficiaries, donors, and members of the public. You can submit a complaint openly, confidentially, or anonymously.

Anonymous complaints: Anonymous complaints are accepted. Please note that anonymity may limit our ability to investigate or respond fully if insufficient information is provided.

Reporting channels:

- Email: speak-up@hollows.org
- Web form: www.hollows.org/au/complaints
- Phone, Text or WhatsApp: +61 418 814 609
- Phone (Australia): 1800 352 352
- Phone (international): +61 2 8741 1900
- Direct approach to any staff member, manager, or senior leader

It is helpful, but not required, to include as much of the following as possible:

- what happened or is happening
- when and where it occurred
- who was involved
- any supporting information you wish to share

What Happens Next

#	Stage	What this means for you
1	Received & acknowledged	Your complaint will be logged securely with access restricted to authorised personnel only. We will acknowledge receipt of your complaint within 5 working days .
2	Initial assessment	Every complaint is reviewed to determine the appropriate process, any urgency or immediate safety risks, and applicable legal or regulatory obligations. You do not need to classify your concern; The Foundation will determine the right pathway.
3	Assessment & investigation	The Foundation will assess your complaint in a manner proportionate to its seriousness and complexity. This may include reviewing information, seeking clarification, and consulting internal or external experts. Where appropriate, an external investigator may be appointed.
4	Outcome & response	A response will be provided within 30 working days of receipt, subject to the complexity of the matter. If this timeline cannot be met, you will be notified of a revised timeline and the reason for the delay. Responses will contain as much information as possible, while protecting the confidentiality of all parties.
5	Closed & reviewed	The matter is formally closed once actions are completed. Complaint data is reviewed periodically to identify trends and opportunities for improvement.

Possible Outcomes

Following assessment and investigation, The Foundation may:

- resolve the complaint through an appropriate response or remedial action
- refer the complaint to a more appropriate body or process
- find that conduct in breach of policy or law has occurred, in whole or in part
- recommend changes or process improvements
- take such other action as is appropriate in the circumstances

External escalation: If your complaint is not resolved to your satisfaction, you may escalate to:

- **ACFID Code of Conduct Committee:** acfid.asn.au/code-of-conduct (for unresolved complaints against the Foundation as an ACFID signatory)
- **Fundraising Institute of Australia:** fia.org.au/fiacode/complaints (for unresolved complaints relating to marketing or fundraising)
- Local regulators or ombudsman bodies, as applicable

Confidentiality and Protection

All complaints are handled with discretion. Information is shared only on a need-to-know basis and your identity will be protected to the greatest extent possible.

Confidentiality may be limited where there is a risk of harm to you or others, safeguarding obligations apply, or legal or regulatory reporting is required. Where confidentiality cannot be fully maintained, we will notify you as early as possible and limit disclosure to what is strictly necessary.

Anyone who raises a complaint in good faith is protected from retaliation. The Foundation does not tolerate any form of detriment against people who speak up.

More Information

For further information, please refer to the documents below on our [FHF website](#):

- Speak Up Policy
- Safeguarding People Policy
- Whistleblowing Complaint SOP
- Financial Crime Control SOP
- SUI Report Handling SOP
- Privacy Policy

Questions? Contact speak-up@hollows.org or call +61 418 814 609.

Document Name	General Complaint Handling Standard Operating Procedure		
History	This SOP supports implementation of GOV-006 Speak-Up Policy (Complaints and Whistleblowing)		
Author(s)	Michael Kuria, Head of Risk, Integrity and Safety		
Master document location	FredNet		
Document owner(s)	Head of Risk, Integrity and Safety		
Division	Enabling Services		
Version Date	30 June 2026	Version Number	1.0
Next review date	30 June 2029	Review Period	3 years