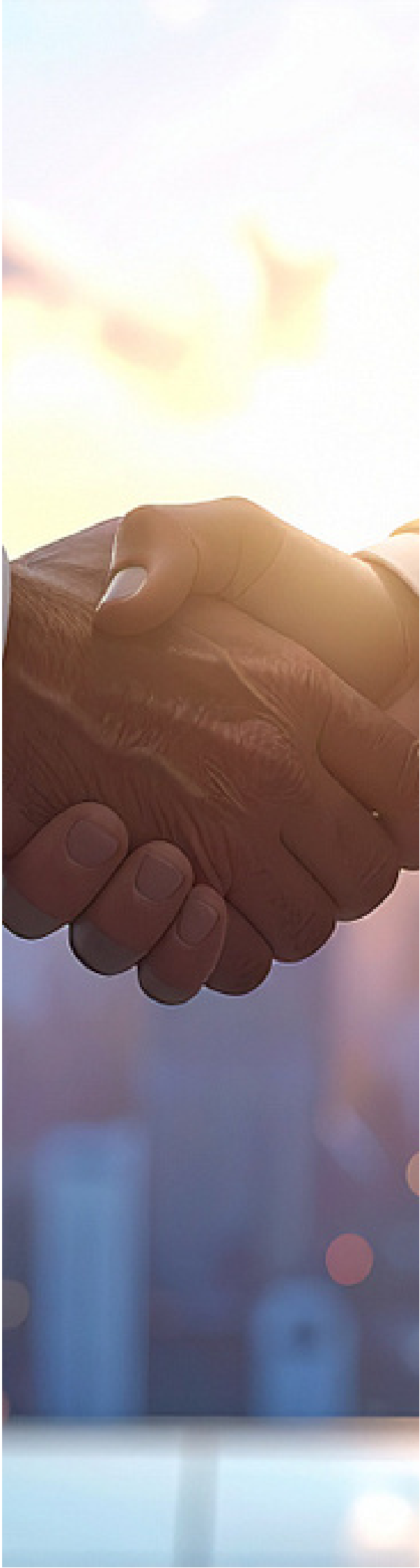
HALCYON STRATEGY PARTNERS

CLIENT COMPLAINTS & DISPUTE RESOLUTION POLICY

> *Fair Resolution. Open Communication. Professional Accountability.*

- **Policy Version:** 1.0
- **Policy Date:** 12 October 2026
- **Primary Contact:** Joel Hewish
- **Email:** support@halcyonsp.com
- **Website:** https://halcyonsp.com



CONTENTS

Table of Contents

1 Our Commitment to Fair Dispute Resolution — 3

2 Scope of This Policy — 4

3 Our Dispute Resolution Principles — 5

4 What Constitutes a Complaint or Dispute? — 6

5 How to Lodge a Formal Complaint — 7

5.1 Information Required — 8

5.2 Timeframe for Lodging Complaints — 9

6 Our Complaint Handling Timeframes — 10

7 Step One — Acknowledgement & Initial Assessment — 12

8 Step Two — Investigation & Substantive Response — 13

9 Step Three — Proposed Resolution — 14

10 Step Four — Internal Escalation — 15

11 Step Five — Good-Faith Negotiation — 16

12 Step Six — Independent Mediation — 17

13 Arbitration & Court Proceedings — 18

14 Fees, Payments & Services During a Dispute — 19

15 Confidentiality & Settlement Discussions — 20

16 Protection Against Retaliation — 21

17 Complaints Involving Privacy or Data Security — 22

18 International Clients & Applicable Laws — 23

19 External Complaints & Regulatory Rights — 24

20 Recordkeeping & Continuous Improvement — 25

21 Closing a Complaint — 26

22 Contact & Further Information — 27

23 Our Commitment to Constructive Resolution — 28

Document Control — 29

OUR COMMITMENT

1. Our Commitment to Fair Dispute Resolution

At Halcyon Strategy Partners, we believe that successful professional relationships are built on trust, transparency, mutual respect and accountability.

While we strive to deliver our services professionally and consistently with agreed expectations, we recognise that misunderstandings, concerns and disagreements may occasionally arise.

When they do, our priority is to resolve them promptly, fairly and constructively.

> **Our preferred approach is to resolve disputes through direct communication, good-faith negotiation and, where necessary, independent mediation rather than litigation.**

We aim to make our complaints process accessible, straightforward and proportionate to the issue involved.

Clients are not required to engage a lawyer to lodge a complaint or participate in our internal dispute resolution process.

This Policy explains how complaints are submitted, investigated, escalated and resolved.



SCOPE

2. Scope of This Policy

This Policy applies to complaints and disputes involving Halcyon's services, including:

- Initial enquiries and Strategy Consultations.
- Management consulting and strategic advisory engagements.
- Business coaching and educational programs.
- Subscriptions and digital learning products.
- Events, masterminds and executive retreats.
- Fees, invoicing, payments and refunds.
- Service quality, deliverables and communication.
- Professional conduct and confidentiality.

It applies to prospective, current and former clients, as well as their authorised representatives.

> Privacy complaints and suspected information security incidents may also be handled under our Privacy Policy and applicable incident-response procedures, which take precedence where specific legal obligations apply.

3. Our Dispute Resolution Principles

Our approach is guided by six principles.

Fairness:

Each complaint will be considered objectively and without prejudgement.

Accessibility:

Complaints may be submitted without legal representation or an administration fee.

Timeliness:

We aim to acknowledge, investigate and respond within clearly established timeframes.

Transparency:

Clients will be informed about the process, relevant findings and proposed resolution.

Confidentiality:

Complaint information will be handled discreetly and shared only where reasonably necessary or legally required.

Good Faith:

Both parties are encouraged to communicate respectfully, provide relevant information and make reasonable efforts to reach a resolution.

DEFINITIONS

4. What Constitutes a Complaint or Dispute?

Complaint

A **complaint** is an expression of dissatisfaction concerning Halcyon's services, conduct, administration or commercial arrangements for which a response or resolution is requested or reasonably expected.

Formal dispute

A **formal dispute** arises when a complaint remains unresolved, or when the parties disagree about contractual rights, obligations, performance or remedies.

> Not every concern requires a formal complaint.

We encourage clients to raise minor issues directly with their Halcyon contact whenever practical.

However, clients may lodge a formal complaint immediately if the circumstances warrant it.

LODGING A COMPLAINT

5. How to Lodge a Formal Complaint

Complaints should preferably be submitted in writing to ensure the relevant details are accurately recorded.

Submit your complaint to:

> **Halcyon Strategy Partners**
> **Attention:** Joel Hewish — Client Complaints & Dispute Resolution
> **Email:** support@halcyonsp.com
> **Website:** https://halcyonsp.com

Please include **Formal Complaint** in the subject line of written correspondence.

Where a client cannot reasonably submit a written complaint, Halcyon will seek to accommodate an alternative method and document the complaint appropriately.

LODGING A COMPLAINT

5.1 Information Required

To help us investigate efficiently, please provide:

1. Your full name, business name and contact details.
2. The relevant service, program or engagement.
3. Your engagement reference or invoice number, if available.
4. A clear description of the concern.
5. Relevant dates and events.
6. Copies of supporting documents or correspondence, where appropriate.
7. Any steps already taken to resolve the matter.
8. The outcome or remedy you are seeking.

You do not need to use legal terminology or provide a formal legal submission.

> A complaint will not be rejected merely because some information is missing. We may request clarification where necessary.

5.2 Timeframe for Lodging Complaints

We encourage complaints to be raised as soon as reasonably practicable after the relevant issue becomes known.

Early notification can make it easier to investigate events, preserve records and identify suitable remedies.

No artificial deadline

This Policy does not impose an artificial deadline that removes a client's statutory or contractual rights.

Existing requirements

Any applicable contractual notice requirements or legal limitation periods remain relevant.



SERVICE STANDARDS

6. Our Complaint Handling Timeframes

Halcyon Strategy Partners is committed to addressing complaints promptly, fairly and professionally.

We aim to meet the following service standards:

Process	Target Timeframe
Acknowledge formal complaint	**Within 3 business days**
Initial assessment	**Within 10 business days**
Substantive written response	**Within 20 business days**
Target resolution of straightforward complaints	**Within 30 business days**
Internal escalation review	**Within a further 10 business days**
Offer independent mediation where appropriate	**Ordinarily within 60 calendar days of receiving a complete complaint**
Progress updates for extended investigations	**At least every 10 business days**

SERVICE STANDARDS

Our Complaint Handling Timeframes, continued

> A **business day** means Monday to Friday, excluding public holidays applicable to the Halcyon office responsible for handling the complaint.

Unless otherwise specified, the above timeframes are measured from receipt of the formal complaint. Internal escalation timeframes commence upon receipt of the escalation request.

Where a complaint requires additional information, involves complex circumstances or depends on third-party cooperation, the investigation may take longer.

In such circumstances, Halcyon will explain the reason for the delay, provide an updated anticipated timeframe and maintain communication with the complainant.

> These timeframes represent our intended service standards and do not override any shorter statutory or contractual deadlines that may apply.

STEP 1 OF 6

7. Step One — Acknowledgement & Initial Assessment

Within

3 business days

of receiving a formal complaint, Halcyon aims to provide written acknowledgement.

The acknowledgement will ordinarily include:

- Confirmation that the complaint has been received.
- A complaint reference number.
- The name or position of the person responsible for coordinating the response.
- An outline of the next steps.
- The anticipated response timeframe.

Within

10 business days

of receiving the complaint, we aim to complete an initial assessment and identify any additional information required.

Where appropriate, we may propose an early discussion to clarify the concern and explore immediate resolution.

STEP 2 OF 6

8. Step Two — Investigation & Substantive Response

Halcyon will review the complaint in a manner proportionate to its nature, complexity and seriousness.

This may involve:

- Reviewing relevant agreements and service descriptions.
- Examining correspondence, invoices or deliverables.
- Consulting personnel involved in the engagement.
- Considering information supplied by the client.
- Assessing contractual obligations and relevant legal requirements.
- Identifying practical options for resolution.

> We aim to provide a substantive written response within **20 business days** of receiving the formal complaint.

The response will ordinarily explain our understanding of the complaint, the findings reached, any proposed remedy and the next steps.

If further investigation is required, we will explain the reason for the delay and provide an updated timetable.

> For extended investigations, progress updates will be provided at least every **10 business days**.

STEP 3 OF 6

9. Step Three — Proposed Resolution

Where a complaint is substantiated or a practical compromise is appropriate, Halcyon will seek to propose a fair and proportionate resolution.

Depending on the circumstances, this may include:

- Providing clarification or a written explanation.
- Correcting an administrative error.
- Revising or completing an agreed deliverable.
- Arranging an additional meeting or review.
- Adjusting a service delivery arrangement.
- Offering an appropriate fee adjustment or refund.
- Agreeing a revised timetable.
- Negotiating another mutually acceptable outcome.

The availability of a particular remedy will depend on the circumstances, the applicable agreement and relevant law.

> Halcyon aims to resolve straightforward complaints within
>
> **30 business days**
>
> of receiving the formal complaint.

Any agreed resolution will be documented in writing, including relevant actions, responsibilities and completion dates.

STEP 4 OF 6

10. Step Four — Internal Escalation

If the client is dissatisfied with the initial response, they may request an internal review.

The request should be submitted to **Joel Hewish at support@halcyonsp.com**, clearly identifying the matters that remain unresolved and the outcome sought.

Independent reviewer

Where practicable, the review will be undertaken by a senior representative who was not principally responsible for the original decision.

Disclosed limitations

If the business structure does not permit an independent internal reviewer, Halcyon will disclose that limitation and may consider involving an appropriate independent professional.

> We aim to complete the internal review within a further **10 business days** of receiving the escalation request.

The client will receive a written response setting out the review outcome and any further resolution options.

STEP 5 OF 6

11. Step Five — Good-Faith Negotiation

Where a dispute remains unresolved, Halcyon will ordinarily invite the client to participate in a structured negotiation.

The objective is to identify an outcome acceptable to both parties without unnecessary legal expense.

The process may involve:

1	A meeting between authorised decision-makers.
2	Identification of the specific issues in dispute.
3	Discussion of each party's position and interests.
4	Consideration of reasonable settlement options.
5	Agreement on practical steps to resolve the matter.

Meetings may be conducted by video conference, telephone or another mutually agreed method.

Both parties are encouraged to participate constructively and with genuine authority to consider settlement proposals.

STEP 6 OF 6

12. Step Six — Independent Mediation

If direct negotiation does not resolve the dispute, Halcyon's preferred next step is independent mediation.

Mediation involves a neutral third party assisting the parties to explore a mutually acceptable resolution.



> **The mediator does not ordinarily impose a binding decision.**

Unless otherwise agreed or legally required:

- Mediation is voluntary.
- The parties will jointly select an appropriately qualified mediator.
- Mediation may take place remotely.
- Each party will ordinarily bear its own participation costs.
- The mediator's fees will ordinarily be shared equally, subject to applicable law and any agreement.
- Any settlement will be recorded in writing and signed by the parties.

Halcyon will ordinarily offer mediation within **60 calendar days** of receiving a complete complaint where the matter remains unresolved and mediation is appropriate.

The parties will seek to arrange mediation within a reasonable period, taking account of availability and complexity.

A client is not required to appoint a lawyer to participate in mediation.

FORMAL PROCEEDINGS

13. Arbitration & Court Proceedings

Halcyon's preference is to avoid formal proceedings wherever a fair and practical negotiated resolution is possible.

However, some disputes cannot be resolved through negotiation or mediation.

In those circumstances, the parties may consider arbitration, litigation or another lawful dispute resolution process.

> **Arbitration will not be automatically imposed by this Policy.** Any agreement to arbitrate must be separately established and legally enforceable.

The governing law, jurisdiction and any binding dispute resolution provisions will be determined by the applicable engagement agreement, subject to mandatory legal requirements.

> Nothing in this Policy prevents a party from seeking urgent protective relief, exercising non-waivable statutory rights or approaching a competent court, regulator or tribunal where permitted by law.

DURING A DISPUTE

14. Fees, Payments & Services During a Dispute

The existence of a complaint does not automatically suspend all contractual obligations.

Where a dispute concerns an invoice or payment, the parties should identify the specific amount in dispute and the reasons for disagreement.

Halcyon will consider whether collection activity relating to a genuinely disputed amount should be paused while the matter is reviewed.

Undisputed amounts remain payable in accordance with the applicable agreement, subject to law.

Any decision to suspend services, withhold deliverables or terminate an engagement must comply with the applicable contractual terms and legal requirements.

> Halcyon will not use the complaints process to improperly pressure clients into surrendering statutory rights.

CONFIDENTIALITY

15. Confidentiality & Settlement Discussions

Complaints and disputes may involve confidential commercial information, contractual terms or personal information.

Halcyon will handle such information in accordance with its Privacy Policy, applicable confidentiality agreements and relevant law.

The parties are encouraged to avoid unnecessary public disclosure of confidential information while a dispute is being investigated.

Where appropriate, settlement discussions or mediation may be conducted under separately agreed confidentiality and settlement-privilege arrangements.

> Confidentiality does not prevent lawful reporting to regulators, obtaining independent professional advice or making disclosures required by law.

CLIENT PROTECTION

16. Protection Against Retaliation

> Clients may raise genuine concerns without fear of improper retaliation.

Halcyon will not penalise a client merely for lodging a complaint, requesting a review or exercising a lawful right.

This does not prevent Halcyon from enforcing legitimate contractual obligations or taking appropriate action in response to threats, harassment, fraudulent conduct or other serious misconduct.

We expect all participants in the process to communicate professionally and respectfully.

PRIVACY & DATA SECURITY

17. Complaints Involving Privacy or Data Security

Complaints involving personal information, confidentiality breaches or suspected security incidents may require additional investigation and statutory notification procedures.

Such matters will be assessed under Halcyon's Privacy Policy and relevant incident-response arrangements.

Where applicable law requires earlier notification, regulatory reporting or a particular response process, those obligations take precedence over the general timeframes in this Policy.

⚠ Clients should report suspected security incidents promptly to **support@halcyonsp.com** rather than waiting for the ordinary complaints process.

JURISDICTIONS

18. International Clients & Applicable Laws

Halcyon serves clients in the United States, Canada and Australia.

We recognise that contractual, consumer protection and dispute resolution laws vary across these jurisdictions.

United States

Applicable federal and state laws may affect contractual dispute resolution provisions, arbitration agreements, consumer remedies and access to courts or regulators.

Canada

Federal and provincial laws may establish mandatory consumer rights, limitations on arbitration clauses and requirements concerning dispute resolution.

Australia

The Australian Consumer Law and other applicable legislation may provide statutory guarantees, remedies and protections that cannot be excluded by contract.

This Policy is intended to encourage early and proportionate resolution across these markets.

> It does not override mandatory legal requirements or restrict rights that cannot lawfully be waived.

EXTERNAL OPTIONS

19. External Complaints & Regulatory Rights

Where an internal resolution cannot be reached, clients may have access to external assistance depending on their location and the nature of the dispute.

This may include:

- Relevant state or federal consumer protection authorities in the United States.
- Provincial or territorial consumer protection agencies in Canada.
- State or territory consumer protection agencies in Australia.
- Privacy regulators where personal information is involved.
- Courts, tribunals or other competent authorities.

Some authorities receive complaints or investigate systemic conduct without determining individual contractual disputes.

> Halcyon does not represent that it belongs to an industry ombudsman or external dispute resolution scheme unless such membership is expressly confirmed.

20. Recordkeeping & Continuous Improvement

Halcyon will seek to maintain appropriate records of formal complaints, including:

- Date received and complaint reference.
- Nature of the concern.
- Relevant correspondence and supporting information.
- Investigation steps and findings.
- Proposed and agreed remedies.
- Escalation or mediation activity.
- Date and manner of closure.

Complaint records will be handled in accordance with applicable privacy, confidentiality and record-retention requirements.

Where complaints identify recurring problems, Halcyon may review relevant service delivery practices, communication processes or contractual documentation.

> Our objective is not only to resolve individual disputes but also to reduce the likelihood of similar issues arising.



CLOSURE

21. Closing a Complaint

A complaint may be closed when:

- The parties agree that the matter has been resolved.
- An agreed remedy has been completed.
- The client withdraws the complaint.
- Halcyon issues its final internal response and explains available escalation options.
- The matter proceeds to an external dispute resolution process.

Where appropriate, a closure notice will summarise the outcome and any outstanding obligations.

> Closure of an internal complaint does not, by itself, extinguish contractual or statutory rights.

CONTACT

22. Contact & Further Information

To submit a complaint or request clarification about this Policy, please contact:

Halcyon Strategy Partners

Primary Contact:	Joel Hewish
Attention:	Client Complaints & Dispute Resolution
Email:	support@halcyonsp.com
Website:	https://halcyonsp.com
Business Address:	As specified in the applicable engagement agreement or published business contact details.

> Please include **Formal Complaint** in the subject line of your correspondence.

We encourage clients to contact us early whenever a concern arises.

COMMITMENT

23. Our Commitment to Constructive Resolution

Professional relationships occasionally encounter challenges.

What matters is how those challenges are addressed.

At Halcyon Strategy Partners,
our commitment is to listen
carefully, assess concerns
fairly, communicate openly
and make reasonable efforts
to reach practical resolutions.

We believe that direct dialogue, accountability and mutual respect will often achieve better outcomes than prolonged adversarial proceedings.

> **Our aim is simple: resolve disagreements fairly, preserve professional relationships wherever possible and avoid unnecessary legal expense.**

Halcyon Strategy Partners

Designed to Attract. Designed to Scale. Designed to Compound.



DOCUMENT CONTROL

Document:	Client Complaints & Dispute Resolution Policy
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Date:	12 October 2026
Policy Owner:	Halcyon Capital Partners LLC DBA Halcyon Strategy Partners
Primary Contact:	Joel Hewish
Contact Email:	support@halcyonsp.com
Website:	https://halcyonsp.com
Review Cycle:	Annually, or earlier where material legal or operational changes require.

End of Client Complaints & Dispute Resolution Policy