

FORMAL GRIEVANCE DOSSIER

SYSTEMIC FAILURES

& DUTY OF CARE

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In relation to:
Dignity at Work Grievance

Organisation:
Infosys BPM (BT / EE Account)

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This dossier is submitted in support of a formal **Dignity at Work grievance**. It presents a structured account of events, supported by contemporaneous evidence, for consideration by **Human Resources (HR)**, **Employee Relations (ER)**, and any **appointed investigator(s)**.

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0. INTRODUCTION

0.1. PURPOSE AND SCOPE

This dossier is submitted in support of my formal Dignity at Work grievance. It brings together contemporaneous evidence - including instant messaging transcripts, email chains and system records - covering the period from August to December 2025.

My aim is to provide a clear, evidence-based account of how my working environment became unsafe and why I believe this could and should have been prevented.

0.2. HOW THIS DOSSIER IS ORGANISED

To make review as straightforward as possible, the dossier is divided into two main parts:

Part A – The Report

A chronological and thematic narrative setting out what happened, how concerns were raised at the time and how management responded. This section links the events to relevant internal policies and external regulatory expectations.

Part B – The Appendix

The underlying source material. This includes full Teams transcripts, emails, screenshots and other records. References in the Report (for example, “See TEAMS 6.1”) point directly to clearly labelled items in this Appendix.

0.3. CORE THEMES

Taken together, the evidence does not describe isolated mistakes or personality clashes. It points to recurring patterns in three connected areas:

1. Operational pressure overriding compliance – situations where internal targets or service metrics were prioritised over complaint-handling rules and other regulatory obligations.
2. Breach of duty of care – repeated failures to act on explicit, documented warnings about the impact on my health, safety and wellbeing.
3. Procedural mishandling of the grievance – delays and gaps in communication that left me in unsafe interim arrangements and exposed to further harm after the grievance was raised.

These themes are not theoretical; they are drawn from real-time communications and live cases in which I sought help and could not obtain safe guidance.

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0.4. STATEMENT OF INTENT

I am submitting this dossier so that my concerns are properly recognised, investigated and addressed. The material shows that the breakdown in my employment relationship was foreseeable, preventable and directly linked to management's failure to engage with clear safety and compliance warnings.

My intention is not to single out individuals for punishment, but to seek a fair resolution, appropriate accountability and practical safeguards to prevent similar harm to me or to others in future.

1. MS TEAMS

1.1 OVERVIEW

As a work-from-home agent, Microsoft Teams is not just a communication tool; it is my primary workplace. It is the channel through which I receive instruction, seek supervision, and raise escalations. The transcripts presented in this section document the operational reality of that environment.

These 29 cases, spanning from August to December, are not isolated errors. They represent a consistent pattern of systemic failure, where requests for support are met with silence, delay, or instruction to act in ways that conflict with regulatory guidance.

1.2 KEY CASES

While every case in this dossier documents a specific failure, four Key Cases serve as the pillars of my grievance, illustrating the depth and variety of the misconduct I have encountered:

T-06 (Process Coercion): Demonstrates how internal targets (closing complaints "by Sunday") are prioritised over customer instructions and complaint resolution standards, placing agents in impossible ethical positions.

T-09 (Duty of Care): Proves that my breakdown was foreseeable. It documents a timeline of explicit, contemporaneous warnings I gave to management regarding my stress and workload - warnings that were acknowledged but never acted upon.

T-22 (Regulatory Denial): Exposes the financial motivation behind compliance breaches. It documents a Team Leader explicitly refusing a vulnerable customer's right to Alternative Dispute Resolution (ADR) specifically to avoid the £265 cost of a deadlock letter.

T-29 (Cultural Hostility): Reveals the toxic culture behind the lack of support. In this case, a Team Leader suppressed evidence to deny a remedy to a vulnerable 85-year-old widow, while simultaneously engaging in derogatory personal abuse ("moron") about me on-screen.

The following evidence challenges the assertion that these issues are merely the result of a "busy" department. Instead, point to a culture where cost-saving and metric management systematically override the duty of care to staff and the regulatory rights of customers.

1.3 TIMELINE OF EVENTS: T-01—T-29

	DATES	STAFF	SUMMARY	LEGAL
T-01	22/08	SME	SILENCE TREATED AS CONSENT: DISPUTED EE CONTRACT & BURDEN OF PROOF	C1.5
T-02	22/08	SJF	ESCALATION REFUSED FOR DEBT; AGENT TOLD TO REUSE FAILED PROCESS	C4
T-03	22/08 31/10	NC	UNTRACKED CREDITS >£200 – MINIMAL CONFIRMATION, WEAK AUDIT TRAIL	C4.2
T-04	23/08	JOD SME	REPEAT CREDIT PROMISES NOT HONOURED FOLLOWING COMPLAINT CLOSURES	C4
T-05	24/08 12/09	NC SME	CALL-LISTEN REQUESTS DELAYED AND MINIMAL GUIDANCE	C4
T-06	25/08 03/10	NC KC	PREMATURE COMPLAINT CLOSURE AND SUSTAINED LACK OF MANAGERIAL SUPPORT	C4.2
T-07	02/09 15/10 17/10	NC	PUBLIC TASK LIST: CAPITALISED WARNINGS CREATE PRESSURE CULTURE	DAG
T-08	04/09	NC	TL ADVISES SENDING CUSTOMER AWAY WITHOUT COMPLAINT OWNERSHIP	C4
T-09	05/09 20/10	JOD SW NC	EARLY WARNINGS OF WORKLOAD DISTRESS ACKNOWLEDGED BUT NOT ACTED UPON	SHW
T-10	07/09	JC KR	ESCALATION REJECTED PENDING BILL, AGENT IGNORED AND LEFT UNSUPPORTED	C4
T-11	08/09	EOS SME	DIFFICULTY AND DELAY TO ACHIEVE VULNERABLE ESCALATION	C5
T-12	12/09	EOS	VULNERABLE CUSTOMER SUPPORT: SAFEGUARDING NOT ADDRESSED	C5 DAG
T-13	13/09	JC	INTERNATIONAL ADD-ON MIS-SELL: NO CALL-LISTEN ROUTE, LIMITED RESEARCH TIME	C1
T-14	14/09 22/09	NC	MIS-ADVICE CONFIRMED, NO REMEDY OR ESCALATION GUIDANCE	C1 C4
T-15	20/09	KR KC	50 MINUTE WAIT FOR SUPPORT FOLLOWED BY TL ATTEMPT TO DEFLECT ESCALATION	C4
T-16	28/09	SME	VULNERABLE HIGH BILL DISTRESS, LIMITED EMPATHY FROM SME	C5
T-17	02/10	NC	DEBT PROMISE DISPUTED: LIMITED RECORDS USED TO DISMISS, NO INVESTIGATION	C4

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	DATES	STAFF	SUMMARY	LEGAL
T-18	02/10	SME	STORE MIS-SELL ESCALATION, STORE RETURN REQUIRED, ACCESSIBILITY IGNORED	C4
T-19	04/10	JC, SME	ESCALATION REFUSED, MANAGER OVERRIDES "ALBERT" GUIDANCE	C4
T-20	05/10 12/10	JC NC JOD	INVESTIGATION PROMISE BROKEN, NO FOLLOW-THROUGH	C4
T-21	06/10	NC JOD	COMPLAINT CLOSED WHILE CUSTOMER STILL DISSATISFIED - "WE CONSIDER IT RESOLVED"	C4
T-22	06/10	NC	LIMITED-ENGLISH VULNERABLE CUSTOMER: DCA, NO INTERPRETER, ADR AVOIDANCE	C4 C5
T-23	17/10	NC JC	TL FOCUSES ONLY ON COMPLAINT CLOSURE FOR COMPLEX CASES	C4
T-24	18/10	JC	VULNERABLE BILLING CONCERN DEFERRED; IMMEDIATE RELIEF REFUSED	C5 C4
T-25	18/10	KR JC	DELAYED ENGAGEMENT, BILLING ERROR CORRECTION TREATED AS GOODWILL	Op
T-26	19/10	JOD KR	ESCALATION: DENIED CONFLICTING LEADERSHIP, AGENT UNDERMINED	C4
T-27	20/10 22/10	NC	BROADBAND RE-GRADE MIS-SELL: CALL EVIDENCE IGNORED	C1
T-28	24/10	JC	MIS-SOLD PRICE DISPUTE, ESCALATION ACCEPTED AFTER DELAY	C1 C4
T-29	31/10	NC SME	VULNERABILITY FAILURES, AND COMPLAINT CLOSED AS "SATISFIED" WITHOUT CONSENT	C1 C4 C5 DaW

CODES USED IN TABLE

EOS: Eamonn O'Shea

C1: Ofcom General Condition C1 (Contract/Mis-selling)

JC: Jason Campbell

C4: Ofcom General Condition C4 (Complaints Handling)

JOD: Jessica O'Driscoll

C5: Ofcom General Condition C5 (Vulnerable Consumers)

KC: Kassie Caulfield

DaW: Dignity at Work Policy

KR: Keelyn Ryan

Op: Operational Failure

NC: Noel Curran

SHW: Safety, Health and Welfare at Work Act 2005

SJF: Sarah Jane Fleming

Key Case

SW: Shannon Williamson

SME: Subject Matter Expert

Billing Support Chat (Group), Fri 22/08

Customer: Standard

A customer moved from BT to EE but disputed ever agreeing to a new contract. When I asked what evidence was needed before applying Early Termination Charges, guidance was initially to check for a call recording. However, the Subject Matter Expert (SME) subsequently stated that silence after sending contract information made the agreement binding. When I questioned whether the provider carried the burden of proof, the SME dismissed my concern, asking "where did you get that from?" and asserting that regulators would back the company. The stance taken was that the customer must object to correspondence rather than the company evidencing affirmative consent.

ANALYSIS OF CONCERNS

Regulatory Compliance: The operational guidance treating silence as consent directly conflicts with the affirmative agreement requirements of **Ofcom General Condition C1.5**.

Burden of Proof: The SME's guidance reverses the burden of proof onto the customer, assuming regulatory backing without providing evidence of the contract's validity.

Cultural Issues: The interaction highlights a dismissive support culture that actively discourages agents from challenging compliance risks or seeking evidence-based answers.

IMPACT AND PATTERN LINKAGE

Customer: Faces Early Termination Charges without demonstrable consent to the contract.

Agent: Left without evidence-based guidance to resolve the dispute, increasing stress and personal exposure.

Pattern: This serves as an early example of burden shifting and a dismissive tone regarding compliance that echoes in later cases.

WHY THIS CASE MATTERS

This case illustrates a reliance on silence to justify contract enforcement and dismisses reasonable queries regarding consent, setting a potentially unsafe precedent for handling disputes.

Billing Support Chat (Group), Fri 22/08

Customer: Standard

A customer had a £317.86 debt outstanding which had been promised for removal multiple times. Two previous complaints regarding this issue were opened and closed stating the credit was approved, yet the balance remained on the account. With my Team Leader, Noel Curran, absent, I sought escalation and requested a faster resolution route given the repeated failures and the amount exceeding £200. Sarah Jane Fleming instructed me to reuse the same team credit chat process that had already failed twice and to set a call back, rather than offering direct intervention.

ANALYSIS OF CONCERNs

Complaint Handling: The history of closing complaints without confirming the resolution has been applied indicates a breach of fair handling standards (Ofcom GC C4).

Process Failure: The directive to reuse a process that failed twice demonstrates a lack of ownership and valid escalation pathways for repeat failures.

Customer Detriment: There was a lack of proactive support for a high-value correction despite repeated customer detriment.

IMPACT AND PATTERN LINKAGE

Customer: Forced to continue pursuing an uncorrected debt after two failed complaint resolutions.

Agent: Forced to recycle an ineffective workflow, adding to handling time and stress.

Pattern: Demonstrates a pattern of escalation avoidance and reliance on channels that have already proven ineffective.

WHY THIS CASE MATTERS

This highlights a systemic issue where complaints are marked resolved without remedy, and agents are insisted upon to rerun broken processes, exposing the business to compliance and customer experience risks.

Noel's Team Credits Over 200 (Group), Fri 22/08 & Fri 31/10

Customer: Standard - multiple customers

In several cases involving credits over £200, I repeatedly asked my Team Leader, Noel, for updates on whether credits were processed and what to tell customers. Two cases raised in August received only a "SOON" emoji as a response. A separate query I raised on 31 October regarding a £212.66 credit received no response for over a month. There was no system to track these credits, no written confirmation of completion, and no way to reassure customers.

ANALYSIS OF CONCERNS

Incomplete Resolution: High-value credits lacking evidence of completion leave complaint resolutions incomplete, contrary to General Condition C4.2.

Audit Trail: The lack of written confirmation creates a missing audit trail for decisions and timescales, risking an inability to evidence compliance.

Professionalism: The use of emojis or silence to address serious financial corrections trivialises the issue and fails to provide the agent with actionable information.

IMPACT AND PATTERN LINKAGE

Customer: Faced prolonged uncertainty about substantial credits and possible financial detriment.

Agent: Uncertainty about completed actions increased stress and undermined credibility.

Pattern: Reflects a pattern of untracked resolutions and opaque decisions around credits.

WHY THIS CASE MATTERS

This case demonstrates high-value credits stalling without tracking or explanation, exposing customers to financial risk and the business to compliance failures.

Billing Support Chat (Group), Sat 23/08

Customer: Standard

I sought help on a billing refund of £165 for a "complete works" discount that had not processed, but received no acknowledgement for nearly an hour despite SMEs being active. After 12 minutes I chased the request; at 55 minutes Jessica O'Driscoll responded to another agent on a different matter but ignored my refund query. I only received a reply after posting a third time. The time between my first message and a response was 1 hour 6 minutes.

ANALYSIS OF CONCERNS

Support Latency: Excessive delays in support left a live customer waiting unreasonably.

Triage Fairness: Selective engagement by leaders despite availability undermines fair triage processes.

Operational Risk: Extended holds or callbacks were driven by internal support delays rather than case complexity.

IMPACT AND PATTERN LINKAGE

Customer: Suffered unacceptable delays for a simple confirmation.

Agent: Experienced elevated stress managing a waiting customer without support.

Pattern: Mirrors wider delays and unresponsiveness seen across other cases.

WHY THIS CASE MATTERS

This case demonstrates systemic delay and selective responses even with active leaders, highlighting responsiveness and triage issues.

Noel's Mis-Sell Chat (Group), Sun 24/08 & Fri 12/09

SME (DM), Fri 05/09

Customer: Standard - multiple customers

On 24 August, I submitted four call-listen requests where outcomes depended on the recordings. For nearly three weeks, there was no response or interim guidance. On 12 September, Team Leader Noel sent brief one-line outcomes without advice on communication or remedies. Several conclusions were unfavourable to the customer after this long delay. When I checked for updates on 5 September, the SME admitted having "no idea" and just being added to the chat.

ANALYSIS OF CONCERNs

Complaint Resolution Time: A three-week delay undermines timely complaint resolution under **General Condition C4**.

Guidance Quality: Thin responses suggest incomplete review and bias towards closure.

Process Transparency: There was no SLA or proactive update provided on the call-listen workflow.

IMPACT AND PATTERN LINKAGE

Customer: Waited weeks for answers that could have been resolved promptly.

Agent: Repeatedly checked for updates, increasing workload and stress.

Pattern: Escalations disappear into silence, with cursory replies when they eventually surface.

WHY THIS CASE MATTERS

This case evidences excessive delay and weak guidance in call-based disputes, preventing effective complaint resolution.

Noel's Team Credits Over 200 (Group), Mon 25/08

Noel Curran (DM), Thur 04/09, Mon 08/09, Thur 11/09, Mon 22/09 & Thur 25/09

Kassie Caulfield (DM), Fri 05/09 & Mon 08/09

Billing Support Chat (Group), Mon 08/09

Emails (Daniel Jackson / Customer A), Sun 17/08 - Fri 03/10 - see appendix CE

Customer: Standard

I was handling a complaint involving a high-value compensation payment of £213.50 agreed by Executive Complaints Resolution (ECR). The customer explicitly instructed me - repeatedly - not to close the complaint until the funds were in her bank account. On 25 August, I passed this instruction to my Team Leader, Noel Curran, asking to leave the complaint open. Despite this, the complaint was closed while I was off-shift, and the credit was rejected. When I returned and tried to fix this, I faced silence. Between 4 and 9 September, my queries to Noel were ignored or met with non-responsive replies. When I finally raised my distress about the lack of support, I was told we would discuss it in a one-to-one that never happened. Instead, on 25 September, Noel messaged me demanding I close the reopened complaint "by Sunday at the latest", regardless of whether the customer had received the money. I was placed in an impossible bind: disobey my manager's direct order or breach the customer's explicit instructions and the complaints code. The customer confirmed receiving the compensation only on 3 October, long after the pressure to close the complaint was applied.

ANALYSIS OF CONCERNS

Chronology of Failure

25 Aug: Agent requests complaint remains open per customer instruction.

04-09 Sept: Multiple queries from Agent regarding rejected credit are met with silence or deflection.

20 Sept: Customer emails demanding the complaint be reopened after finding it closed without resolution.

25 Sept: Team Leader issues ultimatum to close the complaint "by Sunday".

03 Oct: Customer finally confirms receipt of funds, vindicating the agent's resistance to earlier closure.

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Management Response & Rationale

The Team Leader's rationale for forcing closure was purely metric-driven: "this needs to be closed ASAP, the credit has gone on the complaint has been open too long". This directive disregarded the actual status of the remedy (the funds had not cleared) and the customer's express stipulations. The instruction to "raise a Group billing" to bypass the delay was a procedural workaround to facilitate ticket closure rather than a customer-centric resolution.

Systemic & Regulatory Breach

This conduct evidences a potential breach of Ofcom General Condition C4.2, which requires providers to ensure complaints are "resolved to the Complainant's satisfaction" before closure, unless deadlock is reached. By prioritising the internal "Sunday" deadline over the delivery of the agreed remedy, the provider failed to treat the complaint as unresolved. Furthermore, forcing an agent to act against the customer's interest undermines the Fair Treatment of Customers principles.

Cultural Indicator

The timeline reveals a "tick-box" culture where the metric of "days open" supersedes the outcome. The agent's attempt to ensure the customer actually received the money was treated as an obstacle to efficiency. The cancellation of the support meeting further signals that staff well-being and operational support are secondary to administrative targets.

Noel's Team (Group), Tue 02/09, Wed 15/10 & Fri 17/10

Internal workforce context

Shortly after I joined the team, Noel posted a public list of overdue tasks in the group chat, utilising capitalised text and threats of documentation for any agent who failed to clear them "today". Although I was not named in this specific list, the message set a tone of public shaming rather than coaching.

This pressure continued in October. On 15 October, Noel posted a list of open complaints, demanding that "any one over 28 days" be closed immediately. Two days later, on 17 October, he posted a message criticising the team's complaint logging rate (12%). He stated, "This is a Joke lads".

ANALYSIS OF CONCERNS

Workplace Culture: Public reprimands with threats ("else I will be documenting") constitute humiliation rather than constructive guidance, potentially breaching internal Dignity at Work policies.

Conflicting Pressures: Agents are placed in a high-pressure environment where they are aggressively chased to close aged complaints (speed) while simultaneously being publicly rebuked for not opening enough new ones (process).

Safety to Speak Up: A culture where a Team Leader publicly labels the team's output "a Joke" and threatens documentation deters open dialogue about workload or genuine compliance barriers.

IMPACT AND PATTERN LINKAGE

Customer: May negatively affect service quality as agents prioritise speed

Agent: Fear-based environment undermines morale and willingness to escalate issues.

Pattern: Reinforces themes of pressure and reluctance to surface problems seen elsewhere in the dossier.

WHY THIS CASE MATTERS

This case shows leadership using public shaming and threats of documentation instead of support, reinforcing a high-pressure environment where agents are criticised for both speed and procedure simultaneously.

Noel Curran (DM), Thur 04/09

Customer: Standard

A customer who moved from O2 to EE a year prior received a £60 demand from O2, claiming services were still active. The customer had placed an in-store order for a 'line takeover' to automatically stop O2 services, and the order showed 'working line takeover'. However, the takeover apparently failed. I raised this with Noel, who advised that the customer must go back to O2 to cancel and come back with the final bill. No guidance was given on escalation or addressing the failure of the takeover expectation.

ANALYSIS OF CONCERNS

Barrier to Resolution: Deflecting resolution to the previous provider despite an EE order indicating a takeover creates a barrier to timely resolution (**GC C4**).

Ownership: There was no clear ownership or explanation of what EE would do to correct the failed takeover.

Process Gaps: Risk that "Openreach" or external factors are used as explanations without a practical customer pathway.

IMPACT AND PATTERN LINKAGE

Customer: Faced continued charging and debt-chasing despite believing the switch ended O2 service.

Agent: Left managing expectations without a clear internal process.

Pattern: Consistent with handling that redirects customers elsewhere rather than taking ownership.

WHY THIS CASE MATTERS

This case shows a recurring approach where complex cross-provider errors are handled by redirecting the customer away from EE.

Jessica O'Driscoll (DM), Fri 05/09

Shannon Williamson (DM), Sat 06/09

Noel Curran (DM), Thu 11/09 (Teams 6.4), Thu 16/10 & Mon 20/10 (Teams 22.3)

I recognised I was struggling to cope, and I explicitly tried to warn management. On 5 September, I told Jessica O'Driscoll I was "struggling" and had "no access to my team leader". She said she would "make Noel aware", but nothing changed. The next day, 6 September, when Shannon Williamson asked why I was late, I told her explicitly: "the truth is I'm struggling... the whole thing is very stressful". She apologised and said she would "flag this asap". Again, no intervention occurred.

On 11 September, I messaged my Team Leader, Noel Curran, directly (see Appendix Teams 6.4). I linked the lack of support to my health and performance, writing: "Unfortunately this is just one of a number of dead ends I'm facing and it's causing me a lot of stress which is affecting my logins... without support in your absence I've been left stuck". I also questioned why my scheduled 1-to-1 meeting was "not happening". Noel's response was entirely evasive, ignoring the mention of stress and the meeting request to focus solely on a system technicality: "nothing will be updated on Peopleware anymore it will be updated through kronos". The meeting never took place.

By 16 October, the pressure hadn't lifted. I messaged Noel again, admitting there were aspects of the job I was finding "particularly difficult" and asked to talk. He promised a meeting the next morning, but it never happened. On 20 October, I raised a specific ethical red flag regarding a vulnerable customer (see Appendix Teams 22.3), telling Noel: "This particular case has made me feel quite uncomfortable... My aim is to act correctly... not to avoid work". I wasn't suffering in silence; I was raising flags that were repeatedly acknowledged, deflected, or ignored.

ANALYSIS OF CONCERNS

Chronology of Failure:

05 Sept: Warning to Jessica O'Driscoll regarding lack of supervision. Response: Deferral ("I will make Noel aware").

06 Sept: Warning to Shannon Williamson regarding "very stressful" conditions affecting performance. Response: Deferral ("let me flag this asap").

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11 Sept: Direct warning to Noel Curran linking "stress" to "dead ends" and requesting a 1-to-1. Response: Evasion (technical comment on software systems).

16 Oct: Request for urgent talk regarding coping difficulties. Response: Broken promise (meeting scheduled but abandoned).

20 Oct: Statement of ethical distress regarding compliance instructions. Response: Dismissal of concerns.

Management Response & Rationale

Management consistently deferred responsibility or offered evasive non-answers. Noel's response on 11 September is particularly damning; faced with an employee explicitly stating that stress was affecting their work, he chose to discuss a software migration (Peopleware to Kronos) rather than address the welfare issue or the missing support meeting.

Systemic & Regulatory Breach

This pattern raises serious concerns regarding the employer's Duty of Care under the Safety, Health and Welfare at Work Act 2005. The repeated failure to act on contemporaneous reports of work-related stress suggests negligence. The explicit mention of ethical discomfort on 20 October confirms that the stress was compounded by "Moral Injury" - being pressured to act against professional standards and regulations.

Cultural Indicator

The culture is reactive and dismissive. Warnings were treated as administrative inconveniences rather than operational risks. The recurring "deferral" loop - where managers promise to tell someone else but no action is taken - indicates a systemic failure in accountability structures regarding employee mental health.

Billing Support Chat (Group), Sun 07/09

Customer Type: Standard

Termination charges around £395 appeared after a new contract order. Team Leader Jason Campbell instructed me to wait for the bill to confirm the error. When I sought escalation because the customer found waiting a month unacceptable, Team Leader Keelyn Ryan rejected the request, stating "we cant do anything until that bill is out" because the charges were not yet on a final bill. My offer to reconnect the customer immediately drew no response, requiring another Team Leader to intervene the next day.

ANALYSIS OF CONCERNS

Dispute Resolution: Deferring action until billing creates a barrier to dispute resolution (GC C4).

Escalation Denial: Keelyn Ryan's refusal to engage a high-value escalation despite urgency leaves the customer in limbo.

Ownership: Lack of ownership from both Jason Campbell and Keelyn Ryan forces the agent to manage the customer without authority to resolve.

IMPACT AND PATTERN LINKAGE

Customer: Faced prolonged uncertainty over significant charges and was forced to recontact.

Agent: Left without authority to resolve, increasing stress and repeated work.

Pattern: Consistent with delayed and refused real-time escalations.

WHY THIS CASE MATTERS

This case shows a practice of postponing resolution to future bills, leaving parties without timely remedy.

Billing Support Chat (Group), Mon 08/09

Eamonn O'Shea (DM), Mon 08/09

Customer: Vulnerable - deposit refund dispute

A vulnerable customer disputed a deposit refund and requested a manager. Team Leader Eamonn O'Shea initially responded but stated he was going on an escalation call. SMEs engaged in the chat, focusing on policy regarding credit scores and late payments, and stopped replying when I highlighted the customer's vulnerability and specific complaint points. I posted escalation guidance from the "Albert" tool. After 17 minutes, Eamonn offered a WebEx session, but subsequent updates I sent at 16:40, 16:49, and 17:22 regarding the need for support went unanswered. At 17:22, Eamonn asked for the account number, which I had already provided. Finally, at 19:40 - over two hours after my request - Eamonn messaged "I'll follow up...".

ANALYSIS OF CONCERNS

Vulnerability Handling: A vulnerable customer was left without timely ownership or escalation support, potentially breaching General Condition C5.

Support Abandonment: The Team Leader disengaged for long periods and requested information already supplied, causing delays.

Fragmented Guidance: The agent received fragmented advice from SMEs and the TL, with no clear decision on the escalation request.

IMPACT AND PATTERN LINKAGE

Customer: Endured prolonged uncertainty regarding a financial dispute despite being identified as vulnerable.

Agent: Forced to provide repeated updates without management response, increasing stress and wasting time.

Pattern: Reinforces a pattern of delay and abandonment in handling live escalations.

WHY THIS CASE MATTERS

This case illustrates a vulnerable customer being left without timely escalation while leadership cycles in and out, highlighting significant gaps in ownership and support.

Billing Support Chat (Group), Fri 12/09

Eamonn O'Shea (DM), Fri 12/09

Customer: Vulnerable elderly, bedbound, likely dementia

I requested a Team Leader for a case involving a bedbound elderly customer, likely with dementia, facing landline disconnection due to a home move order she did not understand. I waited 11 minutes for Eamonn O'Shea to respond. Eamonn provided procedural steps to cancel the order but did not address my concerns regarding the customer's vulnerability or duty of care. In the group chat, Eamonn publicly criticised me using capital letters and multiple exclamation marks for not raising a complaint ("Also, you did NOT raise a complaint on behalf of the customer!!!!"). Following a WebEx discussion, the guidance remained procedural, focusing on callbacks rather than safeguarding.

ANALYSIS OF CONCERNS

Workplace Conduct: The aggressive tone and public criticism in a group forum undermine dignity at work.

Safeguarding Failure: Procedural advice was prioritised over safeguarding obligations for a high-risk vulnerable customer (GC C5).

Support Quality: The guidance failed to address the complex needs of the customer, focusing solely on system processes.

IMPACT AND PATTERN LINKAGE

Customer: Faced a risk of disconnection without tailored support for her specific vulnerabilities.

Agent: Public rebuke and lack of supportive guidance heighten stress and deter future escalations.

Pattern: Reflects a recurring theme where procedural focus overrides vulnerability considerations.

WHY THIS CASE MATTERS

This case demonstrates a vulnerable situation met with public rebuke and process-only guidance, revealing significant compliance and cultural gaps.

Billing Support Chat (Group), Sat 13/09

Customer: Standard

A customer claimed an "unlimited and international" add-on was sold with the promise that it included international mobile calls. I confirmed through research that mobile calls were excluded. In the support chat, Jason Campbell initially confused the query, then confirmed mobiles were not included and stated the customer was liable. My core question regarding how to handle the alleged verbal promise was not addressed. No call-listen was proposed to verify the sale, and I noted that time pressures (ACW targets) limited the ability to research before calling back.

ANALYSIS OF CONCERNS

Mis-selling Investigation: There was no practical route offered to test the mis-selling allegation despite a clear claim.

Structural Pressure: Metric pressures (time) make fair investigation impossible before mandatory callbacks.

Liability Default: The response defaulted to customer liability without exploring the presentation of the sale.

IMPACT AND PATTERN LINKAGE

Customer: Faces substantial charges they believed were covered by their plan.

Agent: Left with an unresolved ethical concern and no process to verify the customer's claim.

Pattern: Mis-sell concerns are acknowledged but not pursued due to time and metric pressures.

WHY THIS CASE MATTERS

This case highlights how product complexity combined with metric pressure produces liability-first outcomes without investigating alleged mis-selling.

Noel's Mis-Sell Chat (Group), Sun 14/09

Noel Curran (DM), Fri 19/09 & Mon 22/09

Customer: Standard

A customer had been told they could downgrade their package "at any time," but faced penalties when attempting to do so. Team Leader Noel Curran confirmed that account notes showed the customer was advised she could downgrade. However, no immediate guidance on remedy or authority to adjust the account was provided. On 19 September, Noel mentioned ECR could cover charges if a new account was opened, but the situation remained unclear regarding a simple exit. It was not until 22 September, after I chased for clarity, that Noel confirmed the customer could leave without termination fees.

ANALYSIS OF CONCERNS

Remedy Delay: Acknowledged mis-advice was left without a clear remedy for over a week, risking continued customer detriment (GC C1/C4).

Lack of Authority: The lack of immediate managerial decision-making leaves the agent exposed when managing the customer.

Support Latency: The agent had to chase multiple times to get a definitive answer on a confirmed mis-sell.

IMPACT AND PATTERN LINKAGE

Customer: Incurred ongoing costs and uncertainty despite relying on the "downgrade any time" promise.

Agent: Experienced prolonged handling and stress without the authority to resolve the confirmed issue.

Pattern: Demonstrates non-actionable responses even after problems are acknowledged.

WHY THIS CASE MATTERS

This case shows mis-advice being accepted in principle but left without prompt remedy, exposing customers to unnecessary detriment.

Keelyn Ryan (DM), Sat 20/09
Billing Support Chat (Group), Sat 20/09
Customer: Standard

I requested a manager for a combined broadband and mobile billing dispute at 12:03. After 27 minutes, Team Leader Keelyn Ryan messaged "what's up" via DM but did not reply further. In the group chat, Team Leader Kassie Caulfield engaged 35 minutes after initial request, and then attempted to push the issue to the mobile team, despite the customer explicitly refusing this and wanting a unified resolution. I reiterated the broadband issues, but resistance continued. It took approximately 50 minutes to secure support, with Kassie eventually agreeing to take the call details after I noted the customer had hung up and required a callback.

ANALYSIS OF CONCERNS

Escalation Abandonment: Initial engagement by a TL was followed by silence, leaving the agent unsupported.

Excessive Delay: A 50-minute delay for escalation is unreasonable and risks aggravating the dispute.

Complaint Siloing: Pushing a unified complaint into a silo (mobile vs broadband) against the customer's wishes risks unfair handling.

IMPACT AND PATTERN LINKAGE

Customer: Endured extended hold times and resistance to having their unified complaint heard.

Agent: Experienced stress and undermined judgement due to delays and deflection.

Pattern: Matches broader themes of deflection and delayed escalations.

WHY THIS CASE MATTERS

This case shows leadership disengagement and deflection during a live escalation, highlighting failures in ownership and responsiveness.

Billing Support Chat (Group), Sun 28/09

Keelyn Ryan (DM) Sun 28/09

Customer: Vulnerable - 96-year-old long-standing customer

A 96-year-old customer (BT landline-only for 50+ years) received a bill for £258.15 and was distressed, stating she could not pay it. Her family had encouraged her to call their mobiles, believing it would not cost more. I planned to move her to an unlimited call plan and asked whether any bill-shock / goodwill refund could be applied on this occasion.

In the Billing Support Chat, the SME checked the account and responded that the plan had not changed, call usage charges had appeared on previous bills, and that it was not considered “bill shock” and was in the Higher Credits bracket, adding: “ops will reject that... her family told her it would be ok but we didnt.”

Separately, in a DM, Keelyn Ryan confirmed discretionary relief: “I would cover the call charges for that account – as a once off... ill apply now.”

ANALYSIS OF CONCERNS

Vulnerability vs policy-first response: The initial guidance prioritised eligibility rules and rejection risk over the customer’s distress and inability to pay.

Inconsistent pathways to support: The SME’s response was dismissive of the customer’s confusion and reliance on family advice.

Customer-impact framing: The SME response places responsibility on the customer/family (“we didn’t”), which risks reducing empathy in a vulnerability context.

IMPACT AND PATTERN LINKAGE

Customer: Immediate reduction of distress through a one-off credit covering call charges.

Agent: Regained the ability to provide a humane outcome after being told relief would be rejected.

Pattern: Illustrates how outcomes can depend on who responds and where (public chat vs private DM), rather than a consistent vulnerability-aware process.

WHY THIS CASE MATTERS

This case shows a vulnerable customer receiving two conflicting signals: a policy-based refusal in the support chat, followed by a discretionary goodwill resolution via DM—highlighting inconsistency and reliance on individual intervention to achieve a safe outcome.

Noel Curran (DM), Thu 02/10

Customer: Standard - caring responsibilities limit access to store

A customer received a DCA letter for £639.07 linked to an account closed in 2021 and was angry, stating the balance arose from a BT fault involving a complex shared-sockets situation; because the account is older than two years I could not access historic bills/notes to verify what happened or what was promised, so I asked Noel what to do next, relayed the customer's claim that she had previously been told the £639.07 was being applied to the account and had heard nothing until the DCA letter, and Noel responded that there was "nothing to suggest that we are to cover that", leaving me to note that our system view only goes back two years and cannot confirm or disprove the customer's account.

ANALYSIS OF CONCERNS

Information gap treated as conclusion: With records unavailable (older than two years), the response defaults to no liability / no action, rather than defining an investigative route.

No next-step guidance: The exchange does not provide a practical pathway for resolving a disputed legacy debt (e.g., what internal team/process should own review when frontline records are inaccessible).

Customer fairness risk: The customer alleges a historic assurance about the debt, but the limited-data environment results in dismissal without a documented attempt to verify or escalate.

IMPACT AND PATTERN LINKAGE

Customer: Left facing DCA pursuit without a clear explanation of the debt or a defined review route.

Agent: Left unable to validate the customer's claim due to systems limits, and without a supported next step to progress the dispute.

Pattern: Similar to other cases where constraints (time limits/records) lead to closure-by-default, rather than ownership of investigation.

WHY THIS CASE MATTERS

This case shows how record-retention/system limits can become a barrier to fair complaint handling: when evidence is inaccessible, the default outcome becomes refusal, with no clear escalation path for legacy-debt disputes.

Billing Support Chat (Group), Thu 02/10

Customer: Standard

A customer disputed a store promise of a £15 discount for 24 months that ended after three. I advised the customer to return to the store, but the customer explained this was impossible due to caring for three children under 10. After a 15-minute wait, the SME stated nothing could be done as it was a store issue and they could not listen to calls. When I noted the customer requested a manager, the SME refused escalation, stating a manager would only say the same thing.

ANALYSIS OF CONCERNS

Escalation Denial: Refusing escalation based on a predicted outcome blocks the legitimate complaints process (GC C4).

Accessibility Barriers: Insisting on a store visit despite the customer's stated caring constraints fails to consider accessibility.

Disempowerment: The guidance disempowers the agent from addressing a potential mis-sell, forcing a deadlock.

IMPACT AND PATTERN LINKAGE

Customer: Faced a barrier to resolving mis-selling claims without realistic access to the required channel.

Agent: Forced to refuse escalation, increasing stress and conflict with the customer.

Pattern: Repeats escalation refusals and rigid channel requirements.

WHY THIS CASE MATTERS

This case shows escalation denial and rigid process prioritised over accessible resolution in a mis-sell allegation.

Billing Support Chat (Group), Sat 04/10

Customer: Standard

Following a dispute regarding a store-promised discount, the customer asked to speak to a manager. The SME stated, "No TL will take that at all, CX has to go back to the store, end of". I cited the "Albert" guide regarding the obligation to escalate when specifically requested. However, Team Leader Jason Campbell supported the refusal, stating a manager would not be able to do anything as they cannot listen to store interactions. I was forced to pass this refusal to the customer.

ANALYSIS OF CONCERNS

Blocking Complaints: Denying a manager request directly blocks the formal complaints process (GC C4).

Policy Conflict: There is a conflict between official knowledge base guidance (Albert) and custom practice by leadership.

Dismissive Culture: The dismissive tone ("end of") discourages agent advocacy and compliance adherence.

IMPACT AND PATTERN LINKAGE

Customer: Escalation was denied and they were redirected to the store, hindering resolution.

Agent: Forced to contradict official guidance, increasing ethical stress.

Pattern: Continued pattern of escalation refusals and policy-versus-practice conflicts.

WHY THIS CASE MATTERS

This case shows a clear instance where a customer’s explicit request for a manager is refused, even when an agent cites Albert escalation guidance, demonstrating a practical barrier to escalation in store-sale disputes.

Billing Support Chat (Group), Sun 05/10

Jason Campbell (DM), Sun 05/10 & Sun 12/10

Noel Curran (DM), Thu 09/10

Jessica O'Driscoll (DM), Thu 09/10

Customer: Standard

A customer disputed a TV price increase, claiming a promise of £6/month. On 05/10, Team Leader Jason Campbell said he could listen to calls from August 2024 if given a few days. I scheduled a callback. On 09/10, Noel Curran stated the call was too old to retrieve and suggested only a DSAR if the customer requested it. I sought to escalate, but Noel was reluctant. I sent a detailed DM to Jessica O'Driscoll seeking guidance but received no reply. By 12/10, no call-listen had been done, and Jason Campbell asked me to re-explain the issue, admitting he had not looked for the call.

ANALYSIS OF CONCERNS

Broken Promises: An unfulfilled commitment to investigate an older call undermined the agent's credibility.

Escalation Avoidance: Managerial reluctance to share ownership of the escalation left the agent exposed.

Burden Shifting: The burden was shifted to the customer via DSAR instead of a proactive internal review.

IMPACT AND PATTERN LINKAGE

Customer: Faced a sharp price increase with no credible review of the original agreement.

Agent: Left to placate an angry customer without evidence or support.

Pattern: Incomplete investigations and avoidance once cases become complex or difficult.

WHY THIS CASE MATTERS

This case shows promises to "look into" older calls evaporating, leaving both customer and agent exposed without support.

Noel's Team (Group), Mon 06/10
Jessica O'Driscoll (DM), Mon 06/10
Customer: Standard

A customer was unhappy that a "followup flag" removal prevented immediate account changes after payment. I raised a complaint, explaining that systems could take 24 hours to update, but the customer insisted policy allowed immediate changes. The Team Leader, Noel, asked for details but left the chat at the end of his shift without providing a resolution. I then messaged Jessica O'Driscoll, explaining I was under instruction not to offer callbacks and could not close the complaint. Jessica suggested advising the customer to call back after 24 hours and stated I could close the complaint under "we consider it resolved but CX doesn't".

ANALYSIS OF CONCERNs

Abandonment: The Team Leader left the consultation mid-resolution, leaving the agent without a plan.

Complaint Handling: The instruction to close the complaint while the customer remained dissatisfied and without a resolution path conflicts with fair complaint handling (Ofcom GC C4).

Process Restriction: The restriction on offering callbacks removed a simple route to reassure the customer and resolve the issue.

IMPACT AND PATTERN LINKAGE

Customer: Left dissatisfied with no follow-up or clear path to Alternative Dispute Resolution (ADR).

Agent: Placed under pressure to close complaints against the customer's wishes, increasing stress.

Pattern: Prioritising the rapid closure of complaints over actual resolution mirrors patterns seen in other cases.

WHY THIS CASE MATTERS

This case demonstrates advice to close complaints despite ongoing dissatisfaction and a lack of follow-up, driven by pressure to clear queues rather than resolve issues.

Billing Support Chat (Group), Mon 06/10

Noel Curran (DM), Mon 06/10, Mon 20/10

Noel's Mis-Sell Chat (Group), Mon 06/10 & Tue 14/10

Customer: Vulnerable - Limited English

I was dealing with a vulnerable Afghan customer who spoke Dari and had been hit with £277.91 in cease fees. She didn't understand why. When I asked for a translator, Team Leader Noel Curran bluntly refused: "no we dont offer Translators". I found this shocking for a major provider. Later, when discussing the complaint, I pointed out that under Ofcom rules, if we couldn't resolve it, we needed to offer ADR (Alternative Dispute Resolution). Noel refused this too. He explicitly told me the reason wasn't policy, but money. He wrote that a "deadlock letter costs 265 per letter" and that the client was instructing us to close complaints early specifically "to avoid cases going to deadlock". I was being told to deny a vulnerable customer their regulatory rights because the company didn't want to pay the fee.

ANALYSIS OF CONCERNS

Chronology of Failure

06 Oct: Agent requests Dari interpreter for vulnerable customer; Team Leader refuses ("no we dont offer Translators"). Request to waive cease fees denied immediately.

14 Oct: Team Leader confirms no call recording was found to verify the sale but insists charges stand.

20 Oct: Agent challenges the handling using Ofcom General Condition C4, arguing the customer is entitled to ADR.

20 Oct: Team Leader refuses to issue a deadlock letter, citing the financial cost to the business.

Management Response & Rationale

The rationale for refusing ADR was explicitly financial. The Team Leader stated: "Between Jan-Aug this year EE/BT has spent 1.3 million on deadlock letters". This admission directly links the refusal of regulatory recourse to cost-saving measures. The instruction to "close complaints within a short window" was driven by a desire to avoid the "automatic" trigger for deadlock letters at 54 days, rather than successful resolution.

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Systemic & Regulatory Breach

This case presents clear evidence of non-compliance with Ofcom General Condition C4 (Complaints Handling), which mandates that providers must issue a deadlock letter if a complaint is unresolved after 8 weeks or if deadlock is reached earlier. Refusing to issue this to avoid the £265 fee is a direct violation. Furthermore, the refusal of translation services and the "high barrier" to investigating the mis-sell claim likely breaches General Condition C5 (Vulnerable Consumers), which requires providers to consider the needs of vulnerable customers.

Cultural Indicator

The culture prioritises the "Client's" financial metrics over regulatory obligations. The explicit discussion of the £1.3 million cost as a reason to alter complaint handling demonstrates that financial targets are being filtered down to frontline staff as justification for non-compliant behaviors.

Noel Curran (DM), Fri 17/10

Customer: Standard

This chat covers two separate customer cases. I have included both because, taken together, they show a repeated pattern in my attempts to obtain clear escalation guidance.

Across the discussion, I repeatedly asked how to proceed where complaints remained unresolved due to outstanding evidential or billing steps. Noel responded at length on multiple occasions, but his replies consistently reduced to the same outcome: complaints should be closed, with resolution deferred to future customer contact or post-billing actions.

Despite the appearance of engagement, none of the responses translated into clear, actionable guidance for managing live customer expectations or escalation fairly.

After thanking Noel for engaging, I set out my understanding of Ofcom complaint-handling requirements, explaining why closing a complaint before resolution or deadlock would place me in difficulty when speaking to customers. At this point, the conversation ended without reply.

ANALYSIS OF CONCERNS

Fairness: Failure to act on clear indicators of a potential mis-sell undermines transparency and fairness obligations under Ofcom General Condition C1.

Corrective Action: No corrective action was initiated. Despite evidence suggesting a mis-sell, no formal review, remedial adjustment, or credit process was commenced.

Ethical Distress: The agent was left responsible for communicating and defending an outcome they reasonably believed to be unfair, contributing to professional and ethical distress.

IMPACT AND PATTERN LINKAGE

Agent: Left without defensible guidance despite repeated, reasoned attempts.

Pattern: Apparent engagement followed by silence when regulatory context is introduced, resulting in default pressure to close complaints.

WHY THIS CASE MATTERS

Teams 23 shows that escalation support was procedural rather than substantive. Even where dialogue occurred, it did not resolve the underlying compliance concern, and once Ofcom requirements were articulated, the discussion stopped entirely.

Billing Support Chat (Group), Sat 18/10

Customer: Vulnerable (cognitive difficulties and panic)

A distressed customer with cognitive difficulties was panicking over a £32.99 bill on an account that had been active for less than a week before cancellation. I requested to cancel the bill immediately to alleviate the customer's panic. Team Leader Jason Campbell refused the request to avoid potential "double crediting," advising instead that the customer could dispute the bill later when the final invoice was produced. He warned me not to make any promises of success.

ANALYSIS OF CONCERNS

Vulnerability Handling: Deferring correction places an additional burden on a vulnerable customer, contrary to General Condition C5.

Complaint Resolution: Directing a known error into a future dispute creates avoidable repeat contact and delays resolution (GC C4).

Empathy Gap: The refusal prioritised process convenience (avoiding double credits) over immediate relief for a panicking customer.

IMPACT AND PATTERN LINKAGE

Customer: Suffered ongoing anxiety and the need to re-engage to fix a known issue.

Agent: Left unable to resolve the issue promptly, creating ethical burdens and stress.

Pattern: Illustrates a delay-first approach and a lack of adjustment for vulnerability.

WHY THIS CASE MATTERS

This case highlights vulnerable customers being steered into future disputes instead of receiving immediate correction for known errors.

Billing Support Chat (Group), Sat 18/10

Customer: Standard

After a TV service ceased on 17/10, a customer was still being billed. I sought a Team Leader to correct this immediately because my own credit tools were not working. After a 12-minute wait, Keelyn Ryan asked for the amount and instructed me to apply it as "Goodwill". When I explained my credits weren't working and asked Keelyn to apply it, there was no reply. Seven minutes later, Team Leader Jason Campbell intervened and applied the credit. The total delay was 21 minutes for a routine correction.

ANALYSIS OF CONCERNS

Tool Failure: A tool outage forced an unnecessary escalation for a routine correction.

Operational Delay: An excessive wait (21 minutes) for a straightforward fix impacts efficiency and customer experience.

Misclassification: Misclassifying a billing error correction as "goodwill" distorts reporting and accountability.

IMPACT AND PATTERN LINKAGE

Customer: Experienced a delay in correcting an incorrect charge after service cessation.

Agent: Forced dependency on Team Leaders due to tool failure and gaps in follow-up.

Pattern: Contributes to delays and the mislabelling of corrective actions.

WHY THIS CASE MATTERS

This case links system/tool gaps to delayed corrections and the misclassification of true billing errors as goodwill.

Jessica O'Driscoll (DM), Sun 19/10

Keelyn Ryan (DM), Sun 19/10

Billing Support Chat (Group), Sun 19/10

Customer: Standard

A customer (former lawyer/MP) disputed "HTTC" (Early Termination Charges) based on a "long standing understanding" regarding slow speeds. After Jessica reviewed the case and stated a Team Leader would take the escalation if posted, I raised it. However, Team Leader Keelyn Ryan refused the escalation because the charges were not yet on the final bill, dismissing Jessica's judgment. When I expressed distress at breaking my promise to the customer, Keelyn responded only with a thumbs-up reaction.

ANALYSIS OF CONCERNs

Conflicting Guidance: Conflicting leadership guidance undermines agent credibility and decision-making.

Escalation Denial: Refusing escalation until billing "catches up" blocks the dispute resolution process (GC C4).

Conduct: A dismissive reaction (thumbs up) to an agent's genuine concern trivialises the issue and the customer's expectation.

IMPACT AND PATTERN LINKAGE

Customer: Escalation was promised then denied, requiring a further wait.

Agent: Undermined and stressed by contradictory leadership.

Pattern: Fits a pattern of escalation refusals and inconsistent Team Leader guidance.

WHY THIS CASE MATTERS

This case demonstrates how conflicting directions cause broken promises to customers and delay resolution.

Noel's Mis-Sell Chat (Group), Mon 20/10 & Wed 22/10

Customer: Standard (cost-concerned)

A customer called to reduce costs but was re-graded to a more expensive broadband tier. I requested and listened to the call, which clearly showed the customer trying to cut costs ("bill much higher than expected") and the agent increasing them. I presented this to Noel expecting mis-sell correction guidance. Noel's response was minimal and focused on contract liability, stating "Customer was advised... and customer agreed," without acknowledging the context of the mis-sell or proposing a remedy.

ANALYSIS OF CONCERNS

Fairness: Failing to act on clear mis-sell evidence breaches transparency and fairness principles (GC C1).

Corrective Action: No corrective action, credit, or mis-sell review was initiated despite the evidence.

Ethical Distress: The agent was left to deliver an outcome they believed to be unfair, causing ethical distress.

IMPACT AND PATTERN LINKAGE

Customer: Continued paying more after a sales interaction that increased their costs.

Agent: Eroded trust in the escalation process and increased stress.

Pattern: Mis-sell evidence is met with indifference and a liability-first stance.

WHY THIS CASE MATTERS

This case shows a textbook mis-sell being effectively dismissed by leadership despite recorded proof.

Billing Support Chat (Group), Fri 24/10

Customer: Standard

A customer sold a package at £39.99 was billed £46.99. I confirmed the error from the sales call. The customer refused a lump-sum workaround because the recurring billing could not be corrected. After nine minutes, Team Leader Jason suggested the "Value" team, but I noted they could not amend the price. Jason delayed taking the call, citing no system access and the need to check with another Team Leader. The customer waited over 30 minutes before the escalation was accepted.

ANALYSIS OF CONCERNs

Systemic Inflexibility: A systemic inability to correct recurring billing errors forces awkward fixes that customers may reject.

Escalation Delay: An excessive wait (over 30 minutes) to accept an escalation despite a confirmed mis-sell.

Trust: Re-verifying details despite the agent's evidence suggests a lack of trust in the agent's investigation.

IMPACT AND PATTERN LINKAGE

Customer: Endured an extended hold with an unresolved recurring billing error.

Agent: Rendered powerless to fix an obvious error, increasing stress.

Pattern: Highlights tool/resource gaps and delayed escalations.

WHY THIS CASE MATTERS

This case highlights systemic inflexibility and slow escalation uptake even when a mis-sell is confirmed.

Noel's Team (Group), Fri 31/10

Customer: Vulnerable - 85-year-old widow

An 85-year-old widow contacted us in distress after visiting an EE store to reduce costs following her husband's death. She reported being moved onto a more expensive package and feeling intimidated by store staff. Order history on the account shows the relevant order (Appendix: T-29.a) and associated outbound communications (Appendix: T-29.b).

I raised the issue with Team Leader Noel Curran at 16:47. For roughly 41 minutes, while the customer waited, he maintained that “only the store” could resolve it and would not engage with ADR/deadlock options. With no practical remedy being offered, I advised the customer to explicitly request a store manager in order to force escalation. Noel took the call at 17:28.

When reviewing the account and the call recording, it became clear that the complaint was closed using the “customer agreed / satisfied” closure pathway despite Noel not seeking permission to close and despite the customer clearly not being satisfied. The system record shows the complaint being closed with a closing description stating “customer agreed to close complaint” / “resolution offered” (Appendix: T-29.d).

Account history also shows that the customer raised a complaint the next day after the relevant events, contradicting any later characterisation that she waited weeks to complain (Appendix: T-29.c).

COPilot AI VERIFICATION

Due to sustained resistance from Noel and uncertainty as to whether my regulatory interpretation was being misapplied internally, Afterwards, I used the company Copilot tool to analyse the Teams chat transcript (Appendix: Emails 2.3–2.5). The output framed the situation as a breakdown in internal support and highlighted that an ADR/deadlock route should have been considered given the entrenched refusal to progress resolution.

DISCOVERY OF HOSTILE INTERNAL CONDUCT

During review of the screen activity recording, an unrelated internal Teams message from the previous day was visible, in which an SME referred to me as “that moron daniel mark...”. This is noted here only as an additional workplace conduct issue observed during the post-call review, not as part of the customer interaction itself.

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ANALYSIS OF CONCERNS

1. Complaint closure integrity

The complaint was closed under a “customer agreed / satisfied” basis without permission being sought and in circumstances where the customer was not satisfied. (Appendix: T-29.d)

The closure narrative appears outcome-driven (closing the complaint) rather than consent-driven (confirming resolution and satisfaction).

2. Handling of vulnerability and suitability

The customer’s age (85) and bereavement context elevate the need for careful handling, clear options, and proportionate support.

The refusal to move beyond “store only” left a vulnerable customer effectively stranded between channels while actively distressed.

3. Accuracy of account narrative and audit trail

Account history shows a complaint logged the day after the relevant events, undermining any claim that the customer delayed complaining by weeks. (Appendix: T-29.c)

Where internal escalation decisions relied on incomplete or incorrect framing, the resulting outcome (no remedy) would be materially affected.

4. Internal conduct observed during review

The SME message using derogatory language (“moron...”) is a separate workplace conduct concern, observed incidentally during post-call review, and indicative of a hostile tone towards an employee attempting to challenge process/ethics issues.

SYSTEMIC & REGULATORY BREACH

Ofcom GC C1 (Mis-selling): The customer was sold a product unsuitable for her needs (high cost vs. requested saving).

Ofcom GC C5 (Vulnerability): The failure to disclose the customer's age and bereavement to ECR denied her appropriate support.

Ofcom GC C4 (Complaints): Closing a complaint based on "exhaustion" rather than satisfaction, and refusing ADR despite deadlock.

Dignity at Work: The derogatory internal communication ("moron") violates internal policies and proves a hostile work environment.

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EVIDENCE MAP (T-29.a → T-29.e)

- T-29.a: Orders list showing the relevant order entry and creation date/time.
- T-29.b: Outbound “About your order” communication record.
- T-29.c: Interaction record on 07 Oct 2025 showing a complaint logged the next day (supports “Day 1 complaint exists”).
- T-29.d: Complaint Details page showing closure description (“customer agreed to close complaint / resolution offered”) and the timeline markers.

2. SYSTEMIC & CULTURAL EVIDENCE

2.1 OVERVIEW

The following evidence, gathered from internal systems and communications, contextualises the operational issues detailed in the previous section. It highlights workflows and management instructions that appear to conflict with official guidance and/or regulatory best practice.

2.2 POLICY CONTRADICTION: “ALBERT” GUIDANCE VS. PRACTICE

Evidence: “Albert” Knowledge Base escalation guidance [SC-01] vs. Team Leader refusal [T-19].

Observation: “Albert” states that where a customer specifically asks to speak to a manager, the call must be escalated. In contrast, in T-19, when I cited this obligation, I was told: “No TL will take that at all... end of.”

Implication: A direct conflict exists between written guidance agents are expected to follow and the instructions provided by leadership in live support channels.

2.3 PROCESS CONSTRAINT: THE “CLOSE TO PAY” REQUIREMENT

Evidence: Pinned MS Teams credit template (Noel Curran’s team) [SC-02].

Observation: In T-06, I was instructed to close a complaint before an agreed credit could be processed. The pinned template lists “complaint opened and closed” as a prerequisite for submitting a credit request.

Implication: Even where systems may allow credits on open complaints, the enforced workflow requires closure before payment is actioned—creating an operational incentive to close complaints regardless of whether the customer considers the matter resolved.

2.4 REGULATORY PROCESS: COMPLAINT CLOSURE OPTIONS

Evidence: Consumer.com complaint closure dialogue [SC-03].

Observation: The system includes a closure reason: “Resolved. I spoke to the customer. They are NOT satisfied... but understand that we consider it resolved.”

Statement: I have been verbally advised by leadership that selecting this specific option does not trigger ADR / a deadlock letter.

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Implication: If accurate, this creates a mechanism to stop the “days open” clock while recording dissatisfaction, without progressing the complaint to external dispute resolution. This aligns with guidance in T-21, where a TL advised closing a complaint while noting the customer remained dissatisfied.

2.5 HOSTILE ENVIRONMENT: DEROGATORY CONDUCT

Evidence: Screen-recording screenshot of MS Teams visible during a call [SC-04].

Observation: The screenshot shows a derogatory reference to me (“...that moron Daniel Mark...”) visible in chat preview text on the Team Leader’s screen during the interaction referenced in T-29.

Implication: Evidence of unprofessional and derogatory commentary in the working environment, relevant to my Dignity at Work concerns.

2.6 SYSTEMIC SUPPORT CAPACITY: BILLING SUPPORT CHAT ESCALATION AVAILABILITY

Evidence: Excerpts log from Billing Support Chat (Group) showing repeated “any TL/ manager available?” requests, delayed/no visible response, and examples of customers hanging up while waiting [SC-05].

Period covered: Billing Support Chat (Group), 18 Nov – 13 Dec.

Customer type: Vulnerability indicated in some messages.

Observation: The SC-05 excerpts provide a snapshot of sustained constraint in escalation availability across a multi-week period. Agents repeatedly request TL/ manager support for live escalations, vulnerable customers, billing disputes, urgent refund demands, and missed manager callbacks. In multiple instances, agents post follow-ups later (“anyone?”, “any manager please”, “cx still on line”, “customer hung up”), which indicates that support was not received promptly via public chat and had not been resolved through a private message at the point of posting.

It is also notable that many requests in the wider chat have no visible follow-up. I have not relied on those silent instances as proof of non-response, because some may have been handled by private message. However, it is reasonable to infer that a proportion of such “no follow-up” requests represent situations where the live contact ended before support arrived — either because the agent concluded the call (for example, arranging a callback, redirecting the customer, or proceeding on a “best-available” decision) or because the customer ended the call while waiting (including hanging up due to delay).

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The excerpts include high-risk scenarios, including vulnerability indicators (e.g., suicidal ideation) and complex third-party/authority situations (e.g., Power of Attorney disputes), alongside operationally urgent billing errors and escalation demands.

Implication: This supports the wider pattern that escalation access is constrained in practice. Where TL/manager support is unavailable or materially delayed, agents are left to manage high-risk and high-impact cases without authorisation, increasing the likelihood of missed callbacks, unresolved complaints, repeat contact (“failure demand”), and pressure to close interactions or complaints without achieving resolution.

2.7 SUMMARY

This evidence suggests that the operational issues described in Section 1 are influenced by:

1. *Workflows that prioritise closure over resolution.*
2. *Management instructions that contradict official knowledge base guidance.*
3. *A culture that tolerates unprofessional conduct towards staff.*
4. *Constrained access to TL/manager escalation support in practice.*

3. COMPLAINTS TRAINING SESSION

3.1 OVERVIEW

On 20 October 2025 at 16:00 I attended a one-hour “Back to Basics: Complaints” session delivered via Webex. Some colleagues were in a room on site; others, including me, joined remotely. My team leader, Noel Curran, also attended.

Earlier that afternoon I had raised detailed concerns with Noel in a Teams chat about a live complaint and how to handle it under Ofcom’s rules. In that exchange I said I did not believe the route I was being asked to take aligned with General Condition C4 and the Ofcom-approved Complaints Code, and I explained that my aim was to uphold compliance standards, not avoid work. Noel’s reply emphasised the cost of deadlock letters and the importance of closing complaints “within a short window” to avoid deadlock, and he referred explicitly to the 4pm complaints training. I went into the session hoping it would resolve these concerns.

3.2 WHAT WAS HELPFUL

Parts of the training were positive:

- We were reminded that any expression of dissatisfaction should be treated as a complaint, even if the customer does not use the word “complaint”.
- The trainer encouraged genuine empathy and listening.
- She noted that Ofcom has fined EE for complaints-handling failures, showing that complaints matter.

If the session had stopped there it would have been reassuring. Instead, the way the process was described left me more worried.

3.3 CORE MESSAGES ABOUT HANDLING COMPLAINTS

The trainer presented a “best case” model where the adviser:

1. Recognises dissatisfaction and opens a complaint,
2. Takes “follow-up actions” (for example, raising a credit), and
3. Closes the complaint within the same call wherever possible.

Opening and closing on a single call was repeatedly described as ideal. When I asked about refunds that take time (e.g. credits needing approval and then being paid to a bank), the advice was to close the complaint once the internal request was submitted, seek the customer’s agreement on that basis, and rely on reopening if needed. This treats the

continued on next page

complaint as resolved once I have sent a request, not once the customer's issue has actually been resolved.

The trainer also said there is no separate complaints team and that front-line advisers effectively are the complaints function. There was no clear description of who investigates systemic issues, who issues formal written outcomes, or how complex or contested cases move to another tier. Given my limited authority and tools, being told that I "am the complaints team" felt like being given responsibility without power.

3.4 ADR, DEADLOCK AND COST

When I asked about Alternative Dispute Resolution (ADR) and the Ombudsman, the trainer stated that "our complaints are called ADRs".

That is incorrect: ADR is the independent ombudsman scheme, not an internal complaint. Equating the two blurs when and how customers should be told about ADR and deadlock. Questions about ADR and deadlock were largely answered by asserting that Ofcom had "signed off" our process and that if anything were wrong "Ofcom would tell us"

This mirrored Noel's same-day message that deadlock letters are expensive and that client and management want complaints closed quickly to avoid them. The combined effect was to present early closure and avoidance of deadlock as normal and desirable, with customers' ADR rights treated as remote and exceptional.

3.5 RELUCTANCE TO OPEN COMPLAINTS, HOLDS, AND IMPACT ON ME

By the end of the session I said openly that I often felt too embarrassed to open complaints. I knew I would then be expected to ask for closure after doing very little beyond apologising or submitting a request I could not control. For recurring issues such as long holds or failed one-time switch processes, there was no visible route for complaints to lead to investigation or change; the practical expectation was that customers would do much of the legwork themselves and keep calling back.

The trainer also told us not to leave upset customers on hold, as it would aggravate them. In reality, I was frequently left waiting many minutes for internal responses while customers were on the line, and I was discouraged from offering alternatives such as outbound follow-up calls or email. I therefore felt trapped: told not to keep complaining customers on hold, but given no realistic alternative when I needed help.

After this session Noel did not speak to me about complaints again. There was no follow-up on the issues I had raised or on the inconsistencies between the training and Ofcom's framework. I left the session feeling that non-compliant or borderline practices were being formally taught and normalised, and that my attempts to raise good-faith concerns left me isolated and more anxious about how to do my job properly.

4. INTERIM ARRANGEMENTS

4.1 OVERVIEW

When Employee Relations first proposed interim arrangements, I was told I should not have direct contact with individuals named in my complaint and that, instead, my work-related matters should be routed through an alternative reporting line. As matters evolved, I was told that I should route all work-related matters through Colm and avoid direct contact with anyone referenced in my report.

I accepted this in good faith and made clear that I wanted to return to work smoothly and constructively. I wrote to Employee Relations to:

- confirm I would follow the interim arrangement and report to Colm
- ask for his working schedule, as I suspected it did not align with my late and weekend shifts
- ask about next steps and the timescale for the investigation meeting
- request the employee handbook and relevant policies so I could understand my rights and responsibilities

4.2 PRACTICAL PROBLEMS WITH AVAILABILITY

Once Colm's hours became clear, a fundamental problem emerged: we only shared a small amount of overlap each week. For large parts of my shifts – particularly evenings and weekends – the only reporting line I had been given simply wasn't working.

I raised this explicitly with Employee Relations, explaining that:

- if I followed their instruction to avoid direct contact with people named in my complaint,
- and if Colm was not working or not available,

then I would be left either:

- exposed to the same team leaders I had reported, or
- with no practical support at all.

I stressed that the interim plan could not operate safely in practice under those conditions.

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4.3 THE WEEKEND ESCALATION WITH COLM

The situation came to a head over the weekend.

On the Saturday, after I had logged in, I still had no clear support and had not heard from Colm. With no alternative safe reporting line and no response from Employee Relations to my earlier emails, I moved into Meeting code as a precaution. When Colm contacted me later asking whether I was in Meeting, I replied immediately, confirmed that I was, and said that now he was available I would return to taking calls.

- When we then spoke on WebEx, his tone was angry and accusatory. He:
- characterised my use of Meeting code as “call avoidance”;
- did not engage with the fact that I had already raised my concerns with Employee Relations;
- treated my attempts to follow Employee Relation’s instructions about who I could work with as if they were a refusal to work.

During that discussion he also pressed me hard to disclose which team leaders were named in my grievance. I explained that I had been told he would not be aware of the details and that I did not think it appropriate to discuss the contents of my complaint with him. He then began naming specific individuals and asking whether they were included; under that pressure I confirmed that some of the names he mentioned were referenced in my report.

He paused the meeting to “discuss” my working arrangements with others and later told me that, although the situation was “not ideal” and I would not have a clear line of reporting, this was not, in his view, a reason for me not to work.

4.4 THREATS ABOUT PAY AND “DOCUMENTED CONVERSATIONS”

The most difficult part of this interaction was when Colm told me that:

- the expectation was that I would take calls throughout my shift on the Sunday; and
- if I did not, I would not be paid.

In the context of unresolved safety concerns, unanswered emails to Employee Relations and my attempts to follow the instructions I had been given, I experienced this as

continued on next page

threatening and punitive. It felt as though I was being told to “get on with it” under an unsafe, ill-defined interim arrangement or risk losing pay.

Colm referred to this as a “documented conversation”. Because of that, I asked him twice on Teams later that afternoon to share the documentation with me. Both requests were ignored. For a conversation he had chosen to formally document, in the context of an active Dignity at Work process, I found it extremely concerning that I was refused access to the record.

4.5 ONGOING PRESSURE AND LACK OF SAFE SUPPORT

The pattern continued into the following week. While I was still waiting for any response from Employee Relations to my emails (dating back to 24 November), Colm messaged me to say that remaining in Meeting code because of the lack of a functioning reporting line was “not a valid reason to not be logged in taking calls” and that I was “able to take calls regardless” of whether written arrangements were in place.

By that stage:

- I had logged in for my shifts,
- I had clearly explained in writing why I did not feel it was safe or responsible to take live calls, and
- I was still waiting for ER to confirm in writing who I could safely report to and how support would work.

In that context, his messages reinforced my sense that my safety concerns were being treated as an inconvenience rather than as part of the Dignity at Work process.

4.6 WHY I COULD NOT REGARD COLM AS A SAFE INTERIM MANAGER

I do not see Colm as the root cause of all of these problems. I accept that he may have believed he was acting in line with what the company expected of him and that he was seriously under-briefed about how to act as an interim manager for someone with a live Dignity at Work grievance.

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However, taken together, his actions meant that I could not regard him as a safe or workable reporting line:

- hostile and accusatory tone when I tried to follow ER's interim instructions
- framing of my safety concerns as "call avoidance"
- threat of withholding pay if I did not stay on calls
- pressure to disclose details of my grievance and confirm names
- refusal to share the "documented" record he said he was creating about me

My decision to remain in Meeting status was not an attempt to avoid work. It was a last-resort step to protect customers, myself and the integrity of the grievance process while I waited for Employee Relations to design and confirm a workable interim arrangement.

4.7 ANTHONY KIELTHY

In contrast, my experience working with Anthony showed how an interim arrangement could function safely and effectively.

For the Thursday evening and Friday before the weekend described above, Anthony acted as my point of escalation. He is not referenced in my grievance, and I had no difficulty working with him. In that short period:

- he treated me respectfully and listened to my concerns;
- he engaged constructively with complex cases and potential compliance issues;
- he provided clear guidance, and where necessary took ownership of cases himself so I was not left "dangling" between conflicting instructions and customer expectations.

Under Anthony's support I was able to stay in Ready, take calls and manage my workload without feeling I was being pushed towards unsafe or non-compliant outcomes. That experience confirmed that, when I have a properly briefed, neutral manager who is willing to engage with compliance concerns and provide clear direction, there is no difficulty with my working full shifts. The problem has never been my willingness to work, but whether the interim arrangements genuinely provide a safe, coherent reporting structure consistent with the company's own Dignity at Work and grievance commitments.

5. GRIEVANCE HANDLING

5.1 OVERVIEW

The email evidence attached to this dossier (**Appendix GH**) documents the progression from my initial, solutions-focused approach to HR, through to the raising of a formal Dignity at Work grievance, and the subsequent breakdown of interim reporting arrangements (**GH-01–GH-20**).

Collectively, this correspondence demonstrates a timeline of administrative negligence. It highlights a pattern where my proactive attempts to return to work safely were met with silence, delayed responses, or the repeated assignment of interim managers who were themselves subjects of my grievance (**GH-06–GH-20; T-11–T-12**).

5.2 EARLY HR CONTACT: ATTEMPT AT CONSTRUCTIVE RESOLUTION

Date: 30 October

Parties: Myself, HR

Before raising a formal grievance, I wrote to HR to explore options to improve the sustainability of my role. I proposed constructive alternatives, such as a transfer to a different team or a move to Technical Support, to remove myself from the immediate environment while maintaining my employment. This email was framed as a request for support, not a grievance (**GH-01**).

It was not substantively addressed, representing a missed opportunity to resolve the issue informally (**GH-01–GH-02**). The context for why I sought an alternative route is supported by the Teams evidence already showing repeated escalation barriers and compliance concern minimisation (**T-02, T-08, T-21**).

5.3 FORMAL DIGNITY AT WORK GRIEVANCE

Date range: 05–10 November

Parties: Myself, HR, Employee Relations (ER)

Having received no meaningful support, I submitted a formal Dignity at Work grievance detailing management conduct, support failures, and systemic compliance risks (**GH-03–GH-05**). I followed this with an URGENT email seeking acknowledgement and clarity on my return-to-work status (**GH-05**).

HR forwarded the grievance to ER, marking the start of ER's formal involvement (**GH-05–GH-06**). The substance of the underlying concerns is reflected in the Teams evidence set out elsewhere (e.g., complaint closure pressure, escalation discouragement, and compliance challenge being shut down) (**T-11, T-22, T-23, T-29**).

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5.4 ER ACKNOWLEDGEMENT AND UNSAFE INTERIM ARRANGEMENTS

Date range: 12–21 November

Parties: ER, Myself

ER proposed interim arrangements that avoided direct contact with Noel Curran but assigned me to report temporarily to Shannon Williamson or Colm (**GH-06–GH-08**). I immediately replied that this structure was unsafe and unworkable, because Shannon Williamson was already a named party in the issues I had raised (**GH-07–GH-08**).

During this period, I repeatedly confirmed I was ready to work if a safe reporting line was agreed, and warned that any days I was unable to work due to lack of safe arrangements would amount to penalisation (**GH-08–GH-10**). On 21 November, I logged in for work but remained in Meeting status, emailing ER to confirm I was awaiting safe instruction (**GH-10**).

This reporting-line conflict is consistent with the practical escalation failures documented in Teams (i.e., being left without a safe route for complex/high-risk decisions) (**T-02, T-21, T-29**).

5.5 BREAKDOWN OF INTERIM SUPPORT AND “MEETING” STATUS DISPUTE

Date range: 24 November – 01 December

Parties: Myself, ER

This chain documents the practical breakdown of the interim structure. I emailed on 24 November to confirm I had logged in but was using Meeting status because interim arrangements remained unresolved (**GH-11–GH-12**).

On 1 December, I reported that despite my concerns, Colm had instructed me that remaining in Meeting status was “not a valid reason” to avoid taking calls, even though no written safety plan was in place (**GH-13–GH-14**). This evidenced a direct conflict between my understanding of interim grievance protections and the verbal instruction given on the floor. The background risk context (high-stakes unsupported decisions) is reflected in the Teams evidence (**T-19, T-22, T-29**).

5.6 ESCALATION TO SENIOR MANAGEMENT

Date: 28 November

Parties: Myself, Senior Manager (David Sheridan)

Ahead of a weekend shift, and faced with silence from ER, I bypassed the standard chain and wrote to Senior Manager David Sheridan. I explained that ER had not resolved the interim support arrangements and requested practical support for the weekend so I could work safely (**GH-12–GH-13**).

This email highlights that I was forced to escalate outside ER because interim

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arrangements were unclear and unsupported, despite repeated attempts to resolve this through the intended process (**GH-11–GH-13**). The underlying driver - absence of a workable escalation pathway - mirrors the earlier Teams pattern (**T-08, T-21**).

5.7 THE “BLACK HOLE” OF SILENCE AND REPEATED CONFLICTS

Date range: 24 November - present

Parties: Myself, ER

From 24 November to 10 December, I sent ten emails requesting a safe reporting line and policy documents. I received no response for over two weeks, leaving me in administrative limbo (**GH-11–GH-18**).

When ER finally re-engaged on 10 December, they assigned me to Jessica O'Driscoll. I immediately flagged that she was named in my grievance (**GH-19**). On Friday, 12 December (after business hours), ER acknowledged this error but then assigned me to Eamonn O'Shea - another named respondent in my grievance (**GH-20; also T-11–T-12**).

This sequence evidences a persistent failure to cross-reference my file before making interim reporting decisions, resulting in my continued inability to perform live duties safely without exposure to the same conflicts the interim arrangements were intended to remove (**GH-11–GH-20; T-11–T-12**).

6. CONCLUSIONS

6.1 CUMULATIVE IMPACT ON SAFETY, HEALTH AND ABILITY TO WORK

The events documented in this report did not occur in isolation. Taken together, they demonstrate a cumulative and escalating impact on my ability to perform my role safely, compliantly and without harm to my health.

Across the period covered, I repeatedly raised concerns about regulatory compliance, complaint handling, escalation pathways and customer vulnerability. These concerns were consistently minimised, deferred or redirected without resolution, leaving me routinely expected to make high-risk decisions without adequate authority, guidance or managerial support (**GH-01–GH-04; GH-13–GH-14**).

Following my formal grievance, interim arrangements were intended to reduce risk and protect all parties. In practice, those arrangements failed to provide a safe or workable reporting structure, leading to confusion about who I could contact, what channels I could use, and how I could safely escalate during live shifts (**GH-06–GH-08; GH-12–GH-14**). Prolonged silence and delayed responses from Employee Relations during critical periods significantly exacerbated stress and uncertainty, particularly where I was seeking written confirmation so I could resume duties safely (**GH-08–GH-10; GH-12–GH-13; GH-20**).

By late November and early December, I was left with no reliable mechanism to escalate complex or high-risk cases without exposure to the same patterns that had already caused harm. In that context, using Meeting status at points during this period was not a refusal to work; it was a protective measure while I awaited clear, written instruction on how to work safely within the interim arrangements (**GH-09–GH-10; GH-19–GH-20**).

6.2 ANALYSIS OF ORGANISATIONAL FAILURES

The evidence supports three interlinked organisational failures.

First, operational pressure overriding compliance.

Multiple examples show a pattern in which complaint handling obligations, escalation rights and regulatory safeguards were subordinated to speed, closure metrics or convenience. This included premature closure logic, resistance to escalation routes, and a culture in which compliance concerns were treated as inconvenient rather than addressed (**GH-02–GH-04**).

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Second, breach of duty of care.

Explicit warnings about stress, safety and the impact of unsupported decision-making were raised in writing. While acknowledged, they were not acted upon in a timely or effective manner. Interim arrangements were implemented without adequate clarity, briefing, coverage or contingency, and were then left to drift despite clear evidence of confusion and harm (**GH-01; GH-06–GH-11; GH-13–GH-16**).

Third, procedural mishandling of the grievance process itself.

The grievance process did not operate as a stabilising or protective mechanism. Delays, non-responses and shifting instructions meant interim measures became open-ended rather than temporary. This directly undermined their stated purpose and placed me in a position where I was expected to continue full duties without the safeguards the process is designed to provide (**GH-05; GH-08–GH-11; GH-15–GH-16; GH-20**).

These failures are not attributable to a single individual or incident. They reflect systemic weaknesses in how concerns are heard, how interim risk is managed and how accountability operates once a grievance is raised.

6.3 CONSIDERATION OF ALTERNATIVE INTERPRETATIONS

I recognise that management and Employee Relations may view some of these events differently. It may be argued that:

- individual managers were acting in good faith within their understanding of policy;
- delays were the result of workload, illness or resourcing constraints;
- interim arrangements were reasonable attempts to balance competing demands.

I do not dispute that intentions may not have been malicious. However, intent does not negate impact. Regardless of motivation, the documented outcomes were that I was left without safe, consistent support; that compliance risks were not resolved; and that foreseeable harm was allowed to continue once clearly identified (**GH-09–GH-10; GH-13–GH-16; GH-19–GH-20**).

The contrast between an interim arrangement that created confusion and exposure, and an arrangement that provided respectful, practical support, is instructive. It demonstrates that

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my concern was not avoiding work or resisting management, but the conditions under which work could be performed safely and compliantly (**GH-14–GH-18**).

6.4 CONCLUSIONS

Based on the evidence presented, I conclude that:

1. The working environment I was operating in became unsafe due to a combination of systemic compliance failures, inadequate support structures and procedural delays (**GH-02–GH-04; GH-13–GH-16**).
2. The interim arrangements put in place following my grievance did not achieve their stated purpose and, in some respects, worsened the situation (**GH-06–GH-11; GH-13–GH-16; GH-20**).
3. The handling of the grievance process failed to provide timely protection against known risks, with extended periods where I was seeking written clarity and received limited or delayed responses (**GH-08–GH-11; GH-12–GH-13; GH-20**).
4. My actions, including periods in Meeting status, were reasonable, proportionate and motivated by a duty to protect customers, comply with regulation and safeguard my own health while awaiting safe, written direction (**GH-09–GH-10; GH-19–GH-20**).

6.5 REQUESTED OUTCOMES AND NEXT STEPS

In light of the above, I am seeking:

- A full and timely investigation of my grievance, conducted in line with the Grievance Policy EMEA (**GH-05; GH-11; GH-16–GH-18**).
- Clear findings on whether the practices documented comply with regulatory obligations and internal policy (**GH-02–GH-04**).
- Assurance that any future working arrangements provide a genuinely safe, supported reporting line with appropriate escalation and compliance oversight, confirmed in writing and workable during live shifts (**GH-06–GH-10; GH-12–GH-14; GH-20**).
- Recognition that the impact on my health and wellbeing was foreseeable and avoidable, and that steps will be taken to prevent recurrence (**GH-01; GH-09–GH-10; GH-19–GH-20**).

This dossier is submitted in good faith. Its purpose is not to attribute blame indiscriminately, but to ensure that the issues identified are properly understood, addressed and resolved, so that I - and others - can work in an environment that is safe, compliant and respectful.

SILENCE TREATED AS CONSENT: DISPUTED EE CONTRACT & BURDEN OF PROOF

T-01.1

BILLING SUPPORT CHAT

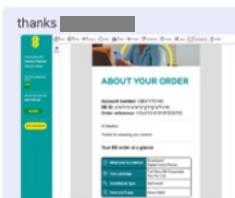
FRI 22/08



SME 1 22/08 13:49

PM I'd say to raise a DSAR for him so the phone call in question is sent to him. We can also try raise the call listen on our side though given its date it may not be available to us anymore

22/08 13:56



SarahJane Fleming (XBC26 C) 22/08 13:59

SF the cx normally agrees on the call before the the order is been placed , you could offer a call listening to see if this happened

22/08 14:08

Is it not for ee to prove that he is under contract, rather than for the customer to prove that he isn't. he actually hung up as I was seeking advise, but I'd have thought it would be inflammatory going back to him and saying it's down to him to prove he isn't in contract

SarahJane Fleming (XBC26 C) 22/08 14:13

SF i would not have chosen those word's to say to any cx - as i said when we do call listening on the sales calls , cx get a screen share of the terms and conditions of the agreed order they are placing , they are asked to click on this if they agree hence why i advised to offer the call listening to see what was agreed on the sales call

22/08 14:21

Thanks sarah. Just to be sure, I had understood that there was a difference in timescale for accessing calls, and calls over 3 months old should be raised as a dsar. But it's fine raising this internally?

heart icon

SarahJane Fleming (XBC26 C) 22/08 14:24

SF yes we can pull calls up to 6 months

22/08 14:25

this was december 2024

SarahJane Fleming (XBC26 C) 22/08 14:27

SF DanielMark Jackson (XBC26 C) 22/08/2025 14:25
this was december 2024

i would have led with that critical info in the first msg

22/08 14:28

DanielMark Jackson (XBC26 C) 22/08/2025 13:44

████████ was moved to EE in December last year. He's considering cancelling and has been informed about HTTC, but h...

I did

SarahJane Fleming (XBC26 C) 22/08 14:29

SF A screenshot of a software application window titled "About Your Order". The window displays a summary of an order with various details. A message at the bottom of the window reads: "Does this email enable ee to enforce contract terms? Or if it came down to it, ee would have to provide evidence of [verbal] agreement?" Another message below it reads: "apologies lovely - ther is something wrong with my teams it wont go past this msg".

SILENCE TREATED AS CONSENT: DISPUTED EE CONTRACT & BURDEN OF PROOF

T-01.2

BILLING SUPPORT CHAT FRI 22/08

SME 2 22/08 14:29

DanielMark Jackson (XBC26 C) 22/08/2025 14:28
I did

the comms you shared said "the legal bit" at the very end.

22/08 14:29

SME 2 22/08/2025 14:29
the comms you shared said "the legal bit" at the very end.
that doesn't prove he agreed

SME 2 22/08 14:30

also when you click on an order, click "view comms" from the order and scroll down to the date and you will see all comms, its a glitch on the system **Everyone**

DanielMark Jackson (XBC26 C) 22/08/2025 14:29
that doesn't prove he agreed

yes if we contact a cx with contract info and they dont call in to object it is a binding agreement!

ECR (escalations) will always go by if the cx recived comms or not.

22/08 14:32

SME 2 22/08/2025 14:30
yes if we contact a cx with contract info and they dont call in to object it is a binding agreement!

My understanding is that EE would need to provide evidence of consent

SME 2 22/08 14:34

DanielMark Jackson (XBC26 C) 22/08/2025 14:32
My understanding is that EE would need to provide evidence of consent

where did you get that from? thats known as a burden of proof but we have proof and the proof is we sent email etc notifying them there is a contract in place, a 14 day cooling off period starts and then contract is set.

OfCom wont agree with the cx and an Ombudsman would explain the cx is responsible to read and agree/object to all correspondence from service providers.

22/08 14:43

SME 2 22/08/2025 14:35
OfCom wont agree with the cx and an Ombudsman would explain the cx is responsible to read and agree/object to all...

Format and process for providing the Contract Summary document

1.15 Under Condition C1.5 the Contract Summary needs to be provided before the customer enters into a contract. Under Condition C1.6, a customer's contract can only become effective "once the Relevant Customer has given their Express Consent to enter into the contract after receiving the Contract Summary".

Shea Hanton (XBC23 C) 22/08 14:46



DanielMark Jackson (XBC26 C) 22/08/2025 14:43

customer would have given consent to tick the box to go forward with the package and the customer did so cause they cant override this system. I understand where your coming from but customer clearly got a contract sent and has responsibility on his side to review said contract to make its correct plus verbal agreement would have been on the call

Brian Walsh (XBC26 C) 22/08 14:50

DanielMark Jackson (XBC26 C) 22/08/2025 14:43

ABOUT YOUR ORDER



Your EE order at a glance

it states thanks for renewing your contract at the top and then gives information below, "what you'll pay" is broken down and "the legal bit" at the very bottom.

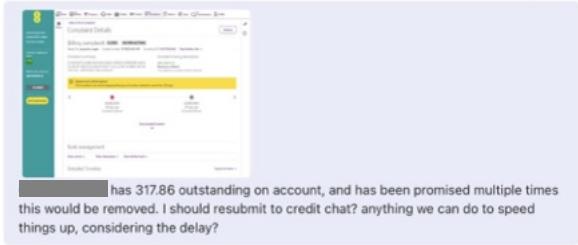
Its ok we can all miss things from time to time and believing we are doing whats best for the cx is a great attribute to have however we must stand firm on our T's and C's and be due diligent in our investigating of accounts ensuring the correct information is being given and no assumptions are made as we can be held by them.
I hope this helps and if you have anything further you would like to know or learn about Albert is a great tool or just ask here 😊

**UNTRACKED HIGH-VALUE CREDITS, LACK OF
AUDIT TRAIL OVER £200**

T-02

**BILLING SUPPORT CHAT
FRI 22/08**

22/08 14:56



SarahJane Fleming (XBC26 C) 22/08 14:57

SF

DanielMark Jackson (XBC26 C) 22/08/2025 14:56

[REDACTED] - has 317.86 outstanding on account, and has been promised multiple times this would be removed. I should...

your manager would have to review this and send it off to get applied as it is over £200.00

22/08 15:07

Noel isn't in today unfortunately. there have been two complaints opened and closed about this already, one closed two months ago, the other closed three months ago. both complaints stated that the credit had been approved and submitted to TL. He's very unhappy

SarahJane Fleming (XBC26 C) 22/08 15:15

SF

can you follow up with those agents , you can still pop it in your teams credit chat even if your TL isn't there

apologise to the cx set a call back to update him



**UNTRACKED CREDITS >£200 – MINIMAL
CONFIRMATION, WEAK AUDIT TRAIL**

T-03

**NOEL'S TEAM CREDITS
OVER 200
FRI 22/08**

22/08 20:32

Account Number - [REDACTED]

Reason - credit for entire final bill as stated in previous complaints. Issue has been ongoing since april, with two complaints, one closed three months ago, another closed two months ago, both showing promises this would be applied

Amount - £317.86

Complaint - [REDACTED]



24 August

24/08 11:00

Account Number - [REDACTED]

Reason - ht当地 on account, but cx allowed to leave without these due to pci cs issue

Amount - £322.36



**NOEL'S TEAM CREDITS
OVER 200
FRI 31/10**

31/10 20:56

Account Number - [REDACTED]

Reason - ht当地 - there is evidence on account that these will be waived

Amount - 212.66

SUPPORT UNRESPONSIVENESS WHILE SEEKING CONFIRMATION ABOUT A MISSING DISCOUNT

T-04

BILLING SUPPORT CHAT SAT 23/08

23/08 15:49

any leaders available? [REDACTED] had a new contract order with complete works discount for 3 months promised, but then not applied. this was cancelled and then replaced with a new order - which also didn't have the discount. I spoke to value and they said there had been an issue with complete works discount not processing properly for technical reasons. she said there was no guidance however, and advised I resolved this as a billing refund. the discount is £55 a month, so 165 in total. This should indeed be applied our end?

[Messages between other agents/
SMEs – no response to my request]

23/08 16:01

DanielMark Jackson (XBC26 C) 23/08/2025 15:49
any leaders available? [REDACTED] had a new contract order with complete works discount for 3 months promised, but then not...

Anyone available to confirm?

[Messages between other agents/
SMEs – no response to my request]

Jessica O'Driscoll (XBC26 C) 23/08 16:44

JO does or doesn't

[Messages between other agents/
SMEs – no response to my request]

23/08 16:53

DanielMark Jackson (XBC26 C) 23/08/2025 16:01
Anyone available to confirm?

I'm still looking for assistance..

Jessica O'Driscoll (XBC26 C) 23/08 16:55

JO

DanielMark Jackson (XBC26 C) 23/08/2025 16:53
I'm still looking for assistance..

whats up

CALL-LISTEN REQUESTS DELAYED AND MINIMAL GUIDANCE, CUSTOMER OUTCOMES AFFECTED

T-05.1

NOEL'S MIS-SELL CHAT SUN 24/08

24/08 12:14

Account Number: [REDACTED]
Name: [REDACTED]
Number contacted on: [REDACTED]
Summary (as detailed as possible): bt broadband contract was renewed on this call, but cx adamant this was not agreed. Also, unlimited minutes was replaced with pay per call, which has resulted in call charges which cx is looking to have refunded if it's concluded this was done without consent
Agent Ein and Name: [REDACTED]
Time and Date of call : 29 May 2025 at 15:20
Complaint raised (Y/N)
Action Scheduled for call back (Y/N) y try both [REDACTED]
am on holiday 26aug-4sept. Could someone call cx to discuss result when available?
Thank you

24/08 12:45

Account Number: [REDACTED]
Name: [REDACTED]
Number contacted on: [REDACTED]
Summary (as detailed as possible): informed guide on call 27 sept 2024 that she didn't want the price he was offering as it was too high. she perceived this interaction to be sufficient to instigate account closure with no further action from her. account has remained active since then, unknown to her. she only found out recently she has paid monthly bills to bt. very unhappy account was not closed and seeks refunds of service charges since sept 2024.

I went through with her that it seems unlikely she will have a strong case. I explained that refusing an offer as too expensive is unlikely to be regarded as a cancellation, or be seen as cause for any refunds. dsar raised
Agent Ein and Name: [REDACTED]
Time and Date of call :
27 Sep 2024 at 12:50
Complaint raised (Y/N) - y
Action Scheduled for call back (Y/N) - y 4 sept when I return from holiday I agreed I wou;d send sms start of shift and call 6pm - 7pm

24/08 18:45

Account Number: [REDACTED]
Name: [REDACTED]
Number contacted on: [REDACTED]
Summary (as detailed as possible): didn't request account closure, only informed us he was moving out. he had planned to pay off account month by month and avoid being landed with lump htcc. was he advised the account would close and he would be charged htcc?
Agent Ein and Name: [REDACTED]
Time and Date of call : 17 Jun 2025 at 16:54
Complaint raised (Y/N)
Action Scheduled for call back (Y/N) y - I'm on holiday till 4th Sept. advised cx another agent would contact him when results are known, although also advised I would check on 4th this had been completed

24/08 19:04

Account Number: [REDACTED]
Name: [REDACTED]
Number contacted on: [REDACTED]
Summary (as detailed as possible): has no knowledge of a new contract being agreed. new contract begun with bt->ee regrade
Agent Ein and Name: [REDACTED]
Time and Date of call : 18 Dec 2024 at 10:08
Complaint raised (Y/N)y
Action Scheduled for call back (Y/N)

CALL-LISTEN REQUESTS DELAYED AND MINIMAL GUIDANCE, CUSTOMER OUTCOMES AFFECTED

T-05.2

SME DM
FRI 05/09

05/09 18:55

While I have you, I just wanted to check - do you know why none of my calls from 24th August, which I flagged in Noel's mis-sell chat, have been reviewed yet?

SME

DanielMark Jackson (XBC26 C) 05/09/2025 18:55

While I have you, I just wanted to check - do you know why none of my calls from 24th August, which I flagged...

jesus no idea, i just got added in there, saw there is 2 that defo cant be listened to as they are in 2024

05/09 18:58

I thought there was potential to go back a year? Anyway, I'm not put responsibility on you, I just wanted to check there wasn't something I'd missed

NOEL'S MIS-SELL CHAT FRI 12/09

Noel Curran (XBC26 C) 12/09 15:46

NC

DanielMark Jackson (XBC26 C) 24/08/2025 12:14

Account Number:

contacted on:

Summary (as detailed as possible):b...

Agent has left a business so can no longer get the call, customer was sent the order Confirmation which mentions Pay as you go calls going onto the package, customer can request DSAR if they are unhappy with resolution

JDanielMarkackson (XBC26 C)



DanielMark Jackson (XBC26 C) 24/08/2025 12:45

Account Number:

contacted on:

Number

Summary (as detailed as...)

Call is too far back, customer would need to state I would like to close my account or something along those lines to. the contract ending would not mean the account closing, i would offer a month as GWG but that's would be most I would offer to her

DanielMark Jackson (XBC26 C)



Noel Curran (XBC26 C) 12/09 16:33

NC

DanielMark Jackson (XBC26 C) 24/08/2025 18:45

Account Number:

contacted on:

Number

Summary (as detailed as...)

unable to find this call as agent is located in India, listened to the call before from the 13th agent Customer was looking to place home move order, but needed to cancel aot that was currently Active, cx was to call up the following day and place home move order, looking at notes from 17th agent only cancelled AOT no home move order was placed **DanielMark Jackson (XBC26 C)**

Noel Curran (XBC26 C) 12/09 17:01

NC

DanielMark Jackson (XBC26 C) 24/08/2025 19:04

Account Number:

contacted on:

Summary (as detailed as possible):h...

Call was to far back to be listened to, customer would have gotten order confirmation and could have used 14 day cooling off to call up and dispute package **DanielMark Jackson (XBC26 C)** can raise dsar if needed

CALL-LISTEN REQUESTS DELAYED AND MINIMAL GUIDANCE, CUSTOMER OUTCOMES AFFECTED

T-05.3

NOEL'S MIS-SELL CHAT FRI 12/09

Noel Curran (XBC26 C) 12/09 16:33

NC

DanielMark Jackson (XBC26 C) 24/08/2025 18:45

Account Number [REDACTED] Number
contacted on: [REDACTED] Summary (as detailed as...)

unable to find this call as agent is located in India, listened to the call before from the 13th agent Customer was looking to place home move order, but needed to cancel aot that was currently Active, cx was to call up the following day and place home move order, looking at notes from 17th agent only cancelled AOT no home move order was placed **DanielMark Jackson (XBC26 C)**

12/09 17:02

Noel Curran (XBC26 C) 12/09/2025 16:33

unable to find this call as agent is located in India, listened to the call before from the 13th agent Customer was looking to place...

what needs to be established then is what caused the htc to be applied

Noel Curran (XBC26 C) 12/09 17:43

NC

HTTC was applied because he never placed the home move and who ever went into the property took over the line which closed his account

12/09 18:17

Noel Curran (XBC26 C) 12/09/2025 17:43

HTTC was applied because he never placed the home move and who ever went into the property took over the line which closed h...

in which case, not being able to find the call where the home move order wasn't placed could prove an issue. if cx claims they **did** place the order then the fact people took over his line when they moved in would be bt's responsibility. But, I think what cx is arguing is that he never requested it to be moved, planning then to pay bills instead of getting lump sum htc. if that's the case, then would it be bt's responsibility to have explained the risk of a takeover happening, or the fact it happened would be considered cx's responsibility?

Noel Curran (XBC26 C) 12/09 18:25

NC

if a request to take over an account comes in, the customer would need to call up to place cancellation, he was aware that someone was after moving into the property and had already requested a takeover before, so he knew it could happen again. the notes indicate the all that happened on the 17th was the cancelled the first takeover request. if he disputes it you can raise a DSAR request to grab the call but there was never a home move order placed and from the fact that he wanted to pay off the current service at the property he didn't want a home move either as a home move would have put him into a new contract

12/09 18:38

my report back to cx should be that the htc stand as they are, and if he would like to dispute that, he will have to do so after receiving results of a dsar request, ok?

Noel Curran (XBC26 C) 12/09 18:39

NC

ya i would only be raising a dsar if he requests one though,



PREMATURE COMPLAINT CLOSURE AND SUSTAINED LACK OF MANAGERIAL SUPPORT

T-06.1

NOEL'S TEAM CREDITS OVER 200 MON 25/08

25/08 12:49 Edited

Account Number - [REDACTED]
Reason - 28th mar - 15th may comp as agreed by ECR
Amount - 213.50
Complaint - [REDACTED]

Noel Curran (XBC26 C) Thursday 16/08
Sorry to ECR, they advised that they would be able to get at most from the 28th march - 10th July, they already got from the 10th May - 10th July so its just from 28th Mar - 10th May that needs to be done.
an extra 213.50
that would be the final offer.

Noel Curran (XBC26 C) Thursday 16/08
thanks for that, I will put it to her, she had had the would write an email to her bank account, if she doesn't accept anything more, if she sticks to her guns and doesn't accept, how should I deal with the complaint?

Noel Curran (XBC26 C) Thursday 16/08
If she accepts & just pop it into the credits chat, if she doesn't it will need to be escalated.

Please send to bank. If possible, leave complaint open as requested by cx until it's confirmed she has it in her bank account. I'll follow this up when I'm back 4th Sept. Thanks!



NOEL CURRAN DM THUR 04/09

04/09 13:05

I see this was rejected, what happens next?

→ DanielMark Jackson (XBC26 C) 25/08/2025 12:49
Account Number - [REDACTED]
Reason - 28th mar - 15th may comp as agreed by ECR
Amount - 213.50
Complaint - [REDACTED]

Noel Curran (XBC26 C) Thursday 16/08
Sorry to ECR, they advised that they would be able to get at most from the 28th march - 10th July, they already got from the 10th May - 10th July so its just from 28th Mar - 10th May that needs to be done.
an extra 213.50
that would be the final offer.

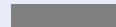
Noel Curran (XBC26 C) Thursday 16/08
thanks for that, I will put it to her, she had had the would write an email to her bank account, if she doesn't accept anything more, if she sticks to her guns and doesn't accept, how should I deal with the complaint?

Noel Curran (XBC26 C) Thursday 16/08
If she accepts & just pop it into the credits chat, if she doesn't it will need to be escalated.

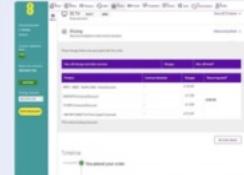
Please send to bank. If possible, leave complaint open as requested by cx until it's confirmed she has it in her bank account. I'll follow this up when I'm back 4th Sept. Thanks!

04/09 15:25

Hi Noel. The last overdue action is regarding a call listen which it seems I didn't raise. Not sure what happened there, sorry.



I've listened to the call myself and it's pretty long so can't be absolutely sure, but seems to confirm what cx is claiming, she's being charged 68.99 for bb and tv and understood it would be 66.99. It was all promised inc phone at 13, total promised was 79.99, and I've just confirmed with mobile she is paying 13.



Where does that leave us? I should raise call listen?

Noel Curran (XBC26 C) 04/09 15:57



credit the difference



PREMATURE COMPLAINT CLOSURE AND SUSTAINED LACK OF MANAGERIAL SUPPORT

T-06.2

KASSIE CAULFIELD DM
FRI 05/09

Kassie Caulfield (XBC26 C) 05/09 17:18

KC

DanielMark Jackson (XBC26 C) 05/09/2025 17:17

I've found this credit request has been rejected, in spite of noel arranging it with ecr before it was posted. Can someone tell me...

Ill have a look 2 sec

05/09 17:19

thanks kassie



KC

hey, so the customer has disputed the final offer, then it will need to go to ECR 😊

Edited

so pop it back over to noel to arange

05/09 17:21

They haven't disputed it:

From: [REDACTED]
Sent: 25 August 2025 10:46
To: DanielMark Jackson (XBC26 C) <danielmark.jackson@ee.co.uk>
Subject: Re: EE Complaint Process

Sent from my iPhone

On 22 Aug 2025, at 07:59, [REDACTED] wrote:

Morning Daniel,
Yes we will accept the additional £213.50 as long as it is credited into our bank account.
You have worked hard for us and I thank you for all you have done.
Please confirm when this will be credited

Regards

[REDACTED]

Sent from my iPhone

On 21 Aug 2025, at 19:32, danielmark.jackson@ee.co.uk wrote:

General

Dear [REDACTED]

Thanks so much for your patience while I've been looking into this further with my team leader.

We've reviewed your case again, and EE are now prepared to offer an additional £213.50. This has been worked out based on the period from 28 March to 15 May. I know you had asked for £300, and I do appreciate why, but I should be upfront that this new figure is our final offer.

If you'd rather not accept this, the next step would be to arrange a call with a manager so they can go through things with you directly. If you'd like to do that, just send me an email with a time that suits you. A manager can be available tomorrow between 1pm and 7pm, or at the weekend between 10am and 4pm.

Kind regards,
Daniel
EE Home Billing

Kassie Caulfield (XBC26 C) 05/09 17:23

KC

if they have accepted then pop it into your credit chat 😊

05/09 17:24

I have, and it's been rejected

Kassie Caulfield (XBC26 C) 05/09 17:28

KC

did you leave a details note and complaint,

PREMATURE COMPLAINT CLOSURE AND SUSTAINED LACK OF MANAGERIAL SUPPORT

T-06.4

NOEL CURRAN DM MON 08/09

08/09 20:56

DanielMark Jackson (XBC26 C) 04/09/2025 13:05
I see this was rejected. what happens next?

Noel, I tried raising this multiple times over the last week seeking help, but didn't get anywhere. the customer is understandably restless. I haven't told them that the credit has been rejected, but I can't be totally sure that the credit rejection in notes is for the credit which had been offered by ecr. I'm out till Thursday now. I have told customer that the will be notified as soon as there is news. I have been communicating with Jane, account holders wife, as requested by account holder. Thank you 😊

NOEL CURRAN DM MON 08/09

Noel Curran (XBC26 C) 08/09 14:39

DanielMark Jackson (XBC26 C) 08/09/2025 20:56
Noel, I tried raising this multiple times over the last week seeking help, but didn't get anywhere. the customer is understandably...

going forward, if I am after putting a thumbs up on the credit that means it is done, that doesn't mean that you get to share anything from our conversations to any other chat / team leader. If you looked at the notes on the account you could see that I raised off the Auto comp form for this case. It is out of my control when that credit gets applied.

NOEL CURRAN DM THUR 11/09

11/09 15:32

Hi Noel,

This is a difficult message to send as I'm new to the team and don't want to start by raising problems, but I do need to be honest.

Thanks for replying, though I was a little confused by your message. What had left me frustrated was not hearing back when I first asked last week, and knowing I wouldn't get a response for another week because of our shifts. I want to be clear – I never mentioned this to other staff or framed it as an issue caused by you. In the original request and notes I explained that, due to the customer's past dissatisfaction, I'd committed to keep the complaint open until they confirmed the credit had landed.

I saw you raised the comp and gave it a thumbs up, but refused auto-comp requests now follow a new procedure, and it was that "what happens next?" point I was trying to clarify. When I shared our conversation in the credit chat, it was only to provide context – never to undermine you.

Unfortunately this is just one of a number of dead ends I'm facing, and it's causing me a lot of stress which is affecting my logins and offline time. I've raised these difficulties with Shannon Williamson and Jessica O'Driscoll but haven't had any real support. This isn't a criticism of you – I've only had about 1.5 days working with you since joining your team, and without support in your absence I've been left stuck.

I do have a one-to-one with you tomorrow, and if you'd prefer to cover this then I'm happy to wait. I just wanted to explain where I'm coming from today. I'm confident I can get past this and learn from it, and I really would like a good working relationship with you and colleagues. I hope neither this message nor my difficulties stand in the way of that.

Noel Curran (XBC26 C) 11/09 15:36

NC I will speak about this in the 1-1 tomorrow

11/09 15:37

ok, thank you

NOEL'S TEAM FRI 12/09

NC All offline has been removed today lads due to absence, Please watch codes today. take all breaks and lunches on time and try not to go over. no high uses of ACW either today **Everyone**



NOEL CURRAN DM FRI 12/09

12/09 14:01

my one-to-one is still on peopleware but it's not happening?

Noel Curran (XBC26 C) 12/09 14:02

NC ya nothing will be updated on Peopleware anymore it will be updated through kronos

PREMATURE COMPLAINT CLOSURE AND SUSTAINED LACK OF MANAGERIAL SUPPORT

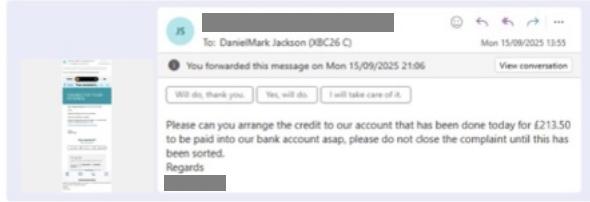
T-06.5

NOEL CURRAN DM
MON 22/09

Noel Curran (XBC26 C) 22/09 13:48

Why did you reopen this complaint, this needs to be closed ASAP, the credit has gone on the complaint has been open way too long

22/09 13:55



NOEL CURRAN DM
THUR 25/09

I'm in acw as I have some questions about accounts I need to ask you.

25/09 15:35

first one is about [REDACTED] the account with the open complaint you asked me about. A week ago I sent the request for the refund to dd, using consumer. But there's no record of this on the billing history and I haven't heard from customer to say it's arrived. would you expect it to show in billing history?



DanielMark Jackson (XBC26 C) 25/09/2025 15:35

I'm in acw as I have some questions about accounts I need to ask you. first one is about [REDACTED] the account with the open...

this complaint needs to be closed by Sunday at the latest, raise a Group billing to issue the refund back

25/09 16:08

Noel Curran (XBC26 C) 25/09/2025 16:00

this complaint needs to be closed by Sunday at the latest, raise a Group billing to issue the refund back

I'm doing the group billing now . I calculate it should be for 369.74, but I don't think there's any way to confirm this? And it seems unlikely this will arrive before Sunday, cx has been very clear throughout that she is not giving permission for complaint to close until they have the money. You're saying I should close it on sunday whatever the situation?

PUBLIC TASK LIST: CAPITALISED WARNINGS CREATE PRESSURE CULTURE

T-07

**NOEL'S TEAM
TUE 02/09**

Noel Curran (XBC26 C) 02/09 13:24

All these Actions are Overdue, HOW can we have so many, dont set call backs if your are not going to complete them, we literally spoke about FCR yesterday lads.

be closed today or else I will be documenting. this level for 3 agents is crazy

NOEL'S TEAM

WED 15/10

Noel Curran (XBC26 C) 15/10 16:06 **IMPORTANT**

Everyone these are the current open complaints, Can we please review all these attached to you name and see if we can get any one over 3 days closed

Not EE Customer	BT	25	General	DanielMark Jackson
Not EE Customer	BT	9	General	DanielMark Jackson
Not EE Customer	New EE	8	General	DanielMark Jackson
Not EE Customer	New EE	7	EE TV	
Not EE Customer	BT	7	General	DanielMark Jackson
Not EE Customer	New EE	6	Bill Related	
Not EE Customer	BT	5	Bill Related	
Not EE Customer	New EE	5	Order Related	
Not EE Customer	BT	5	Bill Related	
Not EE Customer	BT	5	Bill Related	
Not EE Customer	BT	4	General	DanielMark Jackson
Not EE Customer	New EE	4	Bill Related	
Not EE Customer	New EE	3	Bill Related	
Not EE Customer	New EE	3	Bill Related	
Not EE Customer	New EE	3	Bill Related	
Not EE Customer	New EE	1	General	DanielMark Jackson



NOEL'S TEAM
FRI 17/10

	48	8	17%
€	31	2	6%
€	28	7	25%
€	21	2	10%
€	17	2	12%
€	16	0	0%
€	10	1	10%
€	4	1	3%

Our complaints % for yesterday was 13%. This is a Joke lads, now more than ever do we need to be focusing on opening complaints where possible. I am 100% certain that there could have been more complaints raised

**TL ADVISES SENDING CUSTOMER AWAY WITHOUT
COMPLAINT OWNERSHIP**

T-08

**NOEL CURRAN DM
THUR 04/09**



EARLY WARNINGS OF WORKLOAD DISTRESS ACKNOWLEDGED BUT NOT ACTED UPON

T-09

JESSICA O'DRISCOLL DM FRI 05/09

05/09 15:06
he'll enjoy it there, he likes a good moan.
While I've got you here, I really need to make clear to someone that I'm struggling without noel here - and our temp tI having been withdrawn today, since being on noel's team I've have almost no opportunity to talk to him, partly because I was on al for a week. I've got a backlog of issues and have overdue actions I'm being chased about.

Jessica O'Driscoll (XBC26 C) 05/09 15:07
JO ok and are the actions for callbacks that youre waiting on a call listen update?

05/09 15:09
some of them

Jessica O'Driscoll (XBC26 C) 05/09 15:11
JO unfortunately the SMEs covering were put back onto calls, as absence is so bad, you can always ask for guidance in the support chat and the rest of us will support wherever we can, but I will make Noel aware that there are some issues

05/09 15:56
ok, thank you

JESSICA O'DRISCOLL DM FRI 05/09

Shannon Williamson (XBC26 C) 06/09 10:28

SW Hi Daniel

were you late logging in?

Shannon Williamson (XBC26 C) 06/09 10:39

SW ?

06/09 10:40
I was, yes

Shannon Williamson (XBC26 C) 06/09 10:40

SW what time did you log in and what was the reason you were late?

06/09 11:00

Excuse me if I'm a bit prickly about this. I also know I could have avoided this situation by logging in on time. But the truth is I'm struggling at the moment. I was moved to Noel's team on 18 August, and I've only had 1.5 days when he's been in (although I was on holiday 1 week) and no support other than the group chat at all other times. I've got a backlog of things I need advice about, some of which I've raised in the group chat and not received feedback about, or only received very vague guidance which puts me in a difficult position with customers. I've got call listens which haven't been done from mid august, and the whole thing is very stressful. I'm well aware it's not how infosys wish me to handle the situation, but after punching in at 9am, I delayed logging in as I looked through some outstanding issues in the hope of getting them resolved. Not that it really helped. I reached out to Jessica O'Drissell about this yesterday, and all she said was that I can use the group chat and she'll tell Noel about it (which is of little benefit in my attempts of help customers now)

Shannon Williamson (XBC26 C) 06/09 11:01

SW I apologise you feel like that let me flag this aspa

asap

06/09 11:01
thank you

NOEL CURRAN DM THURS16/10

Hi Daniel, Can i just ask where you were for the last 3 hours ?

Jackson, DanielMark 00:34:34

this is your total time online today, this is completely unacceptable, did you make contact with either the sick line or the IT webex ?

16/10 17:05

I'm quite sure my silence isn't helping, I'm just struggling to know how to explain. I'm not justifying going awol or expecting any sympathy, but there are aspects of this job which I'm finding particularly difficult. Is there a time we could talk?

Noel Curran (XBC26 C) 16/10 18:49

NC I will put in a meeting for tomorrow morning

16/10 19:18
ok, thank you

ESCALATION REJECTED PENDING BILL, AGENT IGNORED AND LEFT UNSUPPORTED

T-10

BILLING SUPPORT CHAT SUN 07/09

07/09 17:15



Jason Campbell (XBC26 C) 07/09 17:16

Check orders - Anything being ceased ?

07/09 17:18

no, just a new package contract. he had bb with us already, and moved tv to us. I suspect a new bb contract was begun, creating these charges. but can't find a way to confirm

Jason Campbell (XBC26 C) 07/09 17:19

in that case we would have to wait for the bill to be produced to see for certain

07/09 17:19

thank you

07/09 17:29 Edited

Jason Campbell (XBC26 C) 07/09/2025 17:19
in that case we would have to wait for the bill to be produced to see for certain

he would like to escalate. He thinks it's unacceptable for someone to have it indicated that they will face a £395 charge and have to wait a month to find out what will happen about it. he mentioned ofcom. having said that, he's a very nice charming man

Keelyn Ryan (XBC26 C) 07/09 17:36

KR is the cease charges an error ? we cant do anything until that bill is out

07/09 17:37

I guess it is an error

DanielMark Jackson (XBC26 C) 07/09/2025 17:18

no, just a new package contract. he had bb with us already, and moved tv to us. I suspect a new bb contract was begun, creating...

he has actually gone, I said someone would contact him tomorrow. but I'm sure he'll take a call now if you'd like to take it on

DIFFICULTY AND DELAY TO ACHIEVE VULNERABLE ESCALATION

T-11.1

BILLING SUPPORT CHAT MON 08/09

08/09 14:33
I have an escalation, are you available Eamonn or someone else?

Eamonn OShea (XBC26 C) 08/09 14:34
EO DanielMark Jackson (XBC26 C) 08/09/2025 14:33
I have an escalation, are you available Eamonn or someone else?

What is the query?

08/09 14:36
████████ He says he paid a deposit without proper explanation of what would happen with it. There's a complaint closed about it but 1. cx says the complaint didn't acknowledge that the money was taken without proper explanation and 2. the complaint was closed without consent

Eamonn OShea (XBC26 C) 08/09 14:38
EO DanielMark Jackson (XBC26 C) 08/09/2025 14:36
████████ He says he paid a deposit without proper explanation of what would happen with it. There's a complaint closed about it...

Deposit is paid at the point of sale, comms sent to confirm...follow Albert, if within 90 days, get call listened too....

08/09 14:39
not within 90 days

Eamonn OShea (XBC26 C) 08/09 14:39
EO Going on an Escalation Call...

SME 1 08/09 14:40
was the complaint in relation to the deposit DanielMark Jackson (XBC26 C) @

08/09 14:41
yes
Chloe KennedyMurphy (XBC26 C) 08/09/2025 14:40
was the complaint in relation to the deposit DanielMark Jackson (XBC26 C)

SME 1 08/09 14:41 Edited
and is it because he hasn't got the deposit back that he's complaining or?

08/09 14:42
yes. he says it was requested on the basis they needed it to provide service, but wasn't told it could be kept for so long. last they were told jan 2026

SME 1 08/09 14:44
A deposit is kept because of a bad credit score etc. that's why some accounts require a deposit when getting set up and that deposit refund date is depending on if you stay up to date with your bills -reviewing the account and CX has had numerous late payment charges and failed DD etc that we have issued multiple credits for

that would push back on the deposit so unfortunately that's why its taking so long to be issued back

I understand that and have explained. their point is they were advised it would be returned much sooner and at no point was it explained that it could be kept so long. they are listed vulnerable

they're also very unhappy with bt in general, equipment which has been charged and not received, and callbacks promised by never received

SME 2 08/09 14:54 Edited
A deposit is kept because of a bad credit score etc. that's why some accounts require a deposit when getting set up and that...

from what I've seen they've changed it now so everyone has to pay £20 deposit when making a new EE account. Bad credit just pay more

DIFFICULTY AND DELAY TO ACHIEVE VULNERABLE ESCALATION

T-11.2

BILLING SUPPORT CHAT MON 08/09

08/09 14:55

co-pilot says: Thanks for the context—your messages in blue show you're actively handling the customer's concerns. Based on what's been shared, here's a quick breakdown to help you decide whether a team leader (TL) should step in:

🌟 When TL Involvement Might Be Needed
- **Escalation Request**: If the customer explicitly asks to speak to a manager or TL.
- **Unresolved Frustration**: The customer is clearly unhappy with BT, feels misled about the deposit refund timeline, and has experienced delays due to credit checks. If they're losing trust or becoming irate, a TL might help de-escalate.
- **Policy Exception or Compensation**: If the customer is requesting something outside standard process—like early refund or compensation—a TL may need to approve or explain the decision.
- **Repeated Issues**: If this isn't the first time the customer has contacted BT about this and feels ignored or bounced around, TL involvement can show accountability.

✅ When You Might Handle It Yourself
- If the customer is still engaging calmly and you're able to explain the situation clearly.
- If you've already offered next steps (e.g., submitting the auto compensation form) and they're receptive.
- If you're confident the issue can be resolved without needing higher authority.

You're doing a solid job navigating a tricky situation. If you feel the customer's trust is slipping or they're asking for something you can't authorize, escalating to TL is the right move.

Eamonn OShea (XBC26 C) 08/09 15:12



Eamonn OShea (XBC26 C) 08/09/2025 14:35
What is the query?

Have you query resolved or do you need additional support?

08/09 15:13

Eamonn OShea (XBC26 C) 08/09/2025 15:12
Have you query resolved or do you need additional support?

I need additional support

the details are all in this chat

Eamonn OShea (XBC26 C) 08/09 15:13



DanielMark Jackson (XBC26 C) 08/09/2025 15:13
I need additional support

<https://infosys.webex.com/meet/>



Infosys
317
infosys.webex.com

EAMONN OSEA DM MON 08/09

08/09 16:09

Eamonn, I've just come back from my break and about to call the customer back. Really I don't think that I have anything to add to when I last spoke to them, and certainly I don't have anything to present which gives an answer to either of their primary moans i.e. evidence of information communicated about deposit and (which we didn't discuss earlier) the failed promises given by agents that they will be called back, and coupled with that the fact the complaint was closed without permission given by customer , and no evidence that attempts were made to contact them.

I'm going to feel a little silly calling back regarding the request to speak to a manager, if I am then unable to progress the case forward and am then left with the same request to speak to a manager.

What do you think?

Eamonn OShea (XBC26 C) 08/09 16:26



Did you raise a DSAR?

08/09 16:27

I haven't no. I will do that now.

08/09 16:34 Edited

ok, done



Eamonn OShea (XBC26 C) 08/09 16:38



Did you also raise a Group Billing?

DIFFICULTY AND DELAY TO ACHIEVE VULNERABLE ESCALATION

T-11.3

EAMONN OSEA DM
MON 08/09

no. how would you suggest I present it on group billing form, that I'm advocating for a refund?

08/09 16:40

I don't feel I have the authority for me to make the request. As you said, there's little chance it will be accepted. And as a delaying tactic, having spoken to the complainers, I think it will only aggravate matters

08/09 16:49

I called the customer as promised and reiterated the current deposit policy and refund timeline. During the call, I acknowledged the lack of documented communication and the customer's concerns around misinformed expectations. As discussed, I've raised a DSAR request on the customer's behalf to allow them access to any relevant call recordings or data from the past 12 months.

08/09 17:22

While the account holder, Rick, has learning difficulties, I've been speaking with Fiona, a registered third party on the account, following explicit verbal consent from Rick during the initial call. Fiona has been the primary point of contact throughout the complaint and is acting on Rick's behalf. Although I understand that any formal resolution may require direct contact with the account holder, I recommend proceeding with Fiona for now to ensure clarity and accessibility.

The customer appreciated the transparency and is awaiting further contact from a manager, as previously requested. Please let me know if you're able to take the callback forward or if further action is needed on my side.

Eamonn OShea (XBC26 C) 08/09 17:27

EO What is the account number?

08/09 17:28

i reopened the complaint. what shall i do with it?

Eamonn OShea (XBC26 C) 08/09 19:40

EO I'll follow up...

08/09 19:40

thank you



VULNERABLE CUSTOMER SUPPORT: SAFEGUARDING NOT ADDRESSED

T-12

BILLING SUPPORT CHAT FRI 12/09

12/09 19:26

is there a t1 available please?

Eamonn OShea (XBC26 C) 12/09 19:37

EO

DanielMark Jackson (XBC26 C) 12/09/2025 19:26
is there a t1 available please?

What is the query?

12/09 19:46

[REDACTED] I've been speaking to an elderly lady who described herself as bedbound. I think it's fair to say she probably has dementia. There is currently a home move order on her account, which will cease her broadband and landline. She has no knowledge of the transfer, and has been very argumentative. From speaking to her, I think it's clear that if the landline cancels on 3rd oct, as scheduled, this will cause her problems. However, she has now hung up the phone, saying that I was talking rubbish, and saying there must be some sort of phantom at bt. I feel if there is a duty of care to customers, bt should take action to make sure she doesn't lose her landline.



Eamonn OShea (XBC26 C) 12/09 19:53

EO

DanielMark Jackson (XBC26 C) 12/09/2025 19:46
[REDACTED] I've been speaking to an elderly lady who described herself as bedbound. I think it's fair to say she probably has...

I'll check the account!!!

12/09 19:54

thank you 😊



Eamonn OShea (XBC26 C) 12/09 20:05 Edited

EO

If the customer does not want the service to stop, there is an AOT on this account, call the customer, click on open order, pop down to the bottom right, as seen below & cancel AOT...it's straight forward...

Also, you did NOT raise a complaint on behalf of the customer!!!

Cancel/replace wizard

Cancel Other Summary

Date received Date of transfer Type Detail (inc SR ref and supplier ref)

12/09 20:06

could we chat in webex?



EAMONN OSEA DM FRI 12/09

12/09 19:58

regarding Kate Maree, there are other details it would be worth me relaying you're taking it further

12/09 20:17

Lost sound there



The problem I have is that she was saying very clearly that she does want to cancel the broadband. I guess the answer there though is just to pass to loyalty

12/09 20:30

thank you. actually she didn't answer. I can try again tomorrow. thankfully I found she has right to exit due to pci cs issue, which makes life easier!

Eamonn OShea (XBC26 C) 12/09 20:33

EO

That's fine, we only offer 1 call back, leave a note on the account to inform the next Guide, what the customer needs to do...

If you have an open complaint, 3 attempts to contact customer...

My systems crashed whilst speaking to you...

INTERNATIONAL ADD-ON MIS-SELL CONCERN: NO CALL-LISTEN ROUTE, LIMITED RESEARCH TIME

T-13

BILLING SUPPORT CHAT SAT 13/09

13/09 13:54

[REDACTED] says he was sold unlimited and international with promise it included international mobile calls. He called when he'd been billed for international mobile in July and had the charges waived on the basis they should have been included (see above), and was promised these would not be billed in the future. However, further research confirms mobile calls are not included in plan. What can I offer customer as resolution?

(I'm going on lunch now, contacting cx with an answer later)

Jason Campbell (XBC26 C) 13/09 14:05



DanielMark Jackson (XBC26 C) 13/09/2025 13:54

[REDACTED] he was sold unlimited and international with promise it included international mobile calls. He called when he'...

That needs to go to mobile for that if they were misold on mobile - Not us 😊

13/09 14:29

It's not mobile. It's digital home phone



Jason Campbell (XBC26 C) 13/09 14:31



wait is this about calling mobile from landline or international calls

13/09 14:31 Edited

don't quite understand your question. It's about international calls from a landline

he has call pack unlimited and international

Jason Campbell (XBC26 C) 13/09 14:32



sorry i am confused by the last part of your message

[REDACTED] based they should have been included p
er research confirms mobile calls are not

included in plan. What

13/09 14:33

what's your confusion?



Jason Campbell (XBC26 C) 13/09 14:34



Ahh like interational mobile call

13/09 14:34

yes

Jason Campbell (XBC26 C) 13/09 14:34



i get it now 😊 - sorry

13/09 14:34

that's ok 😊

Jason Campbell (XBC26 C) 13/09 14:36 Edited



Mobiles are no included in the international plan - So customer can call Landline to landline but not landline to mobile
There are only 5 countries : Bahamas, Canada, Hong Kong, San Marino and USA where mobiles are included in the plan

13/09 14:50 Edited

Yes, that's what I had established. My question is what I should say to [REDACTED] who says he was promised calls to international mobiles would be included with plan when he took it out (although this promise hasn't been confirmed) and was then promised they were included when he called in July. On that call he had the charges for calls to international mobiles waived and the notes confirm agent promised (incorrectly) that calls to international mobiles shouldn't be charged (see below)

Jason Campbell (XBC26 C) 13/09 15:22



DanielMark Jackson (XBC26 C) 13/09/2025 14:50

Yes, that's what I had established. My question is what I should say to [REDACTED] who says he was promised calls to international...

Nothing much we can do if the customer is calling mobiles other then the ones I listed - Customer would be liable for charges

**MIS-ADVICE CONFIRMED, NO REMEDY OR
ESCALATION GUIDANCE**

T-14

**NOEL'S MIS-SELL CHAT
SUN 14/09**

14/09 11:13

Account Number [REDACTED]
Name [REDACTED]
Number contacted on [REDACTED]
Summary (as detailed as possible): CX was told she could downgrade to 500mbps for 32.99 at any time when she took out contract, but this has since been refused. says She was told this near beginning of call.
Agent Ein and Name: [REDACTED]
Tayyab) [REDACTED]
Time and Date of call :05 May 16:52
Complaint raised (Y/N) [REDACTED]
Action Scheduled for call back (Y/N) [REDACTED]



Noel Curran (XBC26 C) 18/09 18:31

NC

DanielMark Jackson (XBC26 C) 14/09/2025 11:13

Account Number: [REDACTED] Name: [REDACTED]
[REDACTED] Number contacted on: [REDACTED] ...

customer was advised that would be able to downgrade service at any point
DanielMark Jackson (XBC26 C)

**NOEL CURRAN DM
FRI 19/09**

any news on cx request to end contract? [REDACTED]

Noel Curran (XBC26 C) 19/09 18:55

rang ECR they said that we could cover any HTTC for the account if a new one was opened

19/09 18:57

ok, but not if she doesn't open a new account?

Noel Curran (XBC26 C) 19/09 18:57

she would have to if she wants to downgrade

19/09 19:00

her question when I called her was if this gave her the right to leave without charges.

Noel Curran (XBC26 C) 19/09 19:01

ya

19/09 19:02

yes it does?

22 September

22/09 12:54

Hi Noel. Hope you had a good weekend. I wasn't sure where the messages above left us. She can or cannot leave without termination fees?

Noel Curran (XBC26 C) 22/09 12:54

she can leave without fees

22/09 12:54

great, thank you.

35 MINUTE WAIT FOR SUPPORT FOLLOWED BY TL ATTEMPT TO DEFLECT ESCALATION

T-15.1

KEELYN RYAN DM SAT 20/09

Keelyn Ryan (XBC26 C) 20/09 12:30
what's up

→ DanielMark Jackson (XBC26 C) 20/09/2025 12:03
is a leader available for an escalation please?

20/09 12:32
ah! hi, thank you. one moment please

she's had various issues since joining, and wants to speak to a manager about being mis-sold package as 'unified'

she received a notification that ee would take 58.34 from account, but didn't know what for

I've established it's mobile, and gone through all costs with her
but she also has issues around her broadband
and isn't happy at prospect of going through to mobile, she feels it should all be dealt with in one go

BILLING SUPPORT CHAT SAT 20/09

Kassie Caulfield (XBC26 C) 20/09/2025 12:32
what's the issue

keelyn was looking at this, but I may have missed her..

she's had various issues since joining, and wants to speak to a manager about being mis-sold package as 'unified'
she received a notification that ee would take 58.34 from account, but didn't know what for
I've established it's mobile, and gone through all costs with her
but she also has issues around her broadband
and isn't happy at prospect of going through to mobile, she feels it should all be dealt with in one go

SME 20/09 12:38
will have to go across to mobile we do not have any mobile access you will have to simply explain politely

Kassie Caulfield (XBC26 C) 20/09 12:39
DanielMark Jackson (XBC26 C) 20/09/2025 12:37
keelyn was looking at this, but I may have missed her..

yes he will need to go to mobile, the BB acc with us is ceased

20/09 12:40
but she also has problems concerning her broadband. she doesn't feel she should have been charged at all. so if i sent her to mobile there would be unresolved issues

and she has said in no uncertain terms that she wants to speak to a manager

Kassie Caulfield (XBC26 C) 20/09 12:41
DanielMark Jackson (XBC26 C) 20/09/2025 12:40
but she also has problems concerning her broadband. she doesn't feel she should have been charged at all. so if i sent her to mobile...

what wrong with the BB, the final bill was in credit, do we owe her money back?

20/09 12:42
yes, but only 18.66 in credit and she paid 34.99

Kassie Caulfield (XBC26 C) 20/09 12:43
DanielMark Jackson (XBC26 C) 20/09/2025 12:42
yes, but only 18.66 in credit and she paid 34.99

do we owe money back though?

20/09 12:44
she argues that her service was so poor she wants a full refund

she's been waiting over 40 minutes to speak to a manager

Kassie Caulfield (XBC26 C) 20/09 12:45
DanielMark Jackson (XBC26 C) 20/09/2025 12:44
she argues that her service was so poor she wants a full refund

yah just had a look at the notes, ill agree to dispute the rest of the bill, but she really need to be passed to mobile for the other issue

35 MINUTE WAIT FOR SUPPORT FOLLOWED BY TL ATTEMPT TO DEFLECT ESCALATION

T-15.2

BILLING SUPPORT CHAT SAT 20/09

20/09 12:47

Kassie Caulfield (XBC26 C) 20/09 12:49

DanielMark Jackson (XBC26 C) 20/09/2025 12:47

if you feel that's the correct course of action after a 45 minute wait to speak to a manager, then I will tell her

I can tell her we'll refund the full 34.99?

im sorry Daniel im only back from my lunch i was not here when you put it in the chat first. The issue really is with her mobile , i have no problem applying the rest of the credit, and that will resolve the issue on our end, i can take the call if needed but will be passing her to mobile ?

20/09 12:51

Personally, I think it would be appropriate for you to speak to her. she's just hung up. Would you like me to say you will speak to her when I call her back or not?

Kassie Caulfield (XBC26 C) 20/09 12:53

DanielMark Jackson (XBC26 C) 20/09/2025 12:51

Personally, I think it would be appropriate for you to speak to her. she's just hung up. Would you like me to say you will speak to her...

just pass me the details ill call her myself

20/09 12:54

Kassie Caulfield (XBC26 C) 20/09 12:54

called her back just before you replied. she's on the line now. I can pass her over or you'd rather call back?

Kassie Caulfield (XBC26 C) 20/09 12:54

DanielMark Jackson (XBC26 C) 20/09/2025 12:54

called her back just before you replied. she's on the line now. I can pass her over or you'd rather call back?

tell her ill give her a call in 2 mins pass me the details

**VULNERABLE HIGH BILL DISTRESS, LIMITED
EMPATHY FROM SME**

T-16

**BILLING SUPPORT CHAT
SUN 28/09**

28/09 09:56

I didn't get an answer yesterday, and have set callback for this morning:

Hello. I have a 96 year old lady who has been with bt for over 50 years, landline only, and has just received a bill for 258.15, much to her dismay. Her family have recently got rid of their landline, and they had told her that calling their mobiles wouldn't cost her any more than she'd been paying. I will of course get her moved to unlimited call plan, but can we make any bill shock type refunds on this occasion? She says she's unable to pay such a high bill and is quite distressed about it.



SME

28/09 10:04

DanielMark Jackson... 28/09/2025 09:56
I didn't get an answer yesterday, and have set callback for this morning:...

checked the acc and the cx's plan never changed. shes always been on home savers and has had call usage charges on previous bills. this isn't considered a bill shock and is in the Higher Credits bracket. ops will reject that! her family told her it would be ok but we didn't.

**KEELYN RYAN (DM)
SUN 28/09**

Keelyn Ryan (XBC26 C) 28/09 09:59

KR

i would cover the call charges for that account - as a once off

ill apply now

28/09 10:03

that is fantastic news, she will be delighted! thank you 😊



HISTORIC DEBT PROMISE DISPUTED: LIMITED RECORDS USED TO DISMISS, NO INVESTIGATION

T-17

NOEL CURRAN DM
THUR 02/10

Noel Curran (XBC26 C) 02/10 15:06
on escalation

02/10 16:26
[REDACTED] has received dca letter for 639.07. However, it's a very old debt, account closed 2021. So I can't see any notes or bills as they're older than 2 years. She is very angry as she says this is all a fault caused by bt. a complex story about 2 sockets being shared between 3 flats. what can I do next?

Noel Curran (XBC26 C) 02/10 16:26
just checking the account

18 Oct 2024 08:57
external none
EIN [REDACTED]
Interaction notes: Gx called for clarity on credit applied to acct

what happened here

02/10 16:28
I'll ask

so, she say's she phoned up then and was told that the 639.07 was being applied to the account. and that was the last she'd heard, until this dca letter

Noel Curran (XBC26 C) 02/10 16:33
NC
thats nothing to suggest that we are to cover that

02/10 16:34
no. but we can only see interactions up to 2 years ago

**STORE MIS-SELL ESCALATION REFUSED, STORE
RETURN REQUIRED, ACCESSIBILITY IGNORED**

T-18

**BILLING SUPPORT CHAT
THUR 02/10**

02/10 17:51

[REDACTED] took out contract in store.
first 3 months had tv discount, £15 instead
of £30. discount now ended. cx says he
was promised £15 for whole 24 months.
Advised he needed to go back to store to
dispute, but he says that's impossible due
to having to look after 3 kids all under 10
years. anything we can do?

02/10 18:06

DanielMark Jackson... 02/10/2025 17:51
[REDACTED] took out contract in
store. first 3 months had tv discount,...

still seeking help..

SME

02/10 18:08

[REDACTED]
there is nothing we can do for them as it
was done in store, so we cannot even
listen back to a call. they would have to go
back to the store to dispute this, nothing
we can do



02/10 18:13

I've explained this to him, but he's not
happy and would like to speak to a
manager

SME

02/10 18:15

DanielMark Jackson... 02/10/2025 18:13
I've explained this to him, but he's not
happy and would like to speak to a...

[REDACTED]
there is nothing a manager can do in this
case you need to advise if escalated that
they will tell him the same

ESCALATION REFUSED, MANAGER OVERRIDES “ALBERT” GUIDANCE ON TL REQUESTS

T-19

BILLING SUPPORT CHAT SAT 04/10

04/10 12:37

[REDACTED] requested escalation eod friday. I was struck by storm problems during day yesterday and by the time I was back online, no tls were available. I called and told him someone would call today, it's concerning a contract taken out in store. First 3 months had tv discount, £15 instead of £30. discount now ended. He says he was promised £15 for whole 24 months. I made it very clear that he needed to go to store to dispute, and told him tl would tell him the same, but he says it will be very problematic getting back to store and wants to speakk to a manager about it.

SME

04/10 12:39

No TL will take that at all, CX has to go back to the store, end of.

Noel would tell you the same if he was in, as any TL would. We don't have proof what he might've been told in the shop.

Jason Campbell (XBC26 C) 04/10 12:42



DanielMark Jackson (XBC26 C) 04/10/2025 12:37

GB32483961 requested escalation eod friday. I was struck by storm problems during day yesterday and by the time I was back...

Nothing we can do what that - Cx would have to go back to store as we cant listen to anything or find out what was advised



04/10 12:46

[REDACTED] 04/10/2025 12:39

No TL will take that at all, CX has to go back to the store, end of.

they've specifically asked to speak to a manager

- When to escalate a complaint

You should only escalate a complaint when you've exhausted all possible resolutions with the customer or if they've specifically asked to speak to your manager.

Jason Campbell (XBC26 C) 04/10 12:48



I understand but a manager wont be able to do anything as its the store that did the order
- a TL wont be able to listen back to anything

04/10 12:49

I'm just following albert



INVESTIGATION PROMISE BROKEN, NO FOLLOW-THROUGH, ESCALATION OWNERSHIP MISSING

T-20.1

BILLING SUPPORT CHAT SUN 05/10

05/10 17:20

is there a TL available?

Jason Campbell (XBC26 C) 05/10 17:23



DanielMark Jackson... 05/10/2025 17:20
is there a TL available?

What's up ?

05/10 17:25

[REDACTED] was being undercharged by £45/month since he took out contract aug 2024. di have confirmed it's now the correct price 106.99, but cx is very angry, saying he was promised tv @£6

Jason Campbell (XBC26 C) 05/10 17:25



Let me have a quick look - 2 mins

DanielMark Jackson... 05/10/2025 17:25
[REDACTED] was being undercharged by £45/month since he took out...

SO Aug 2024 us to far back for us to Listen to, I cant see anything for £6 TV - I can listne back to some calls I can find and see - Howver, we would need to give it a few days for this

05/10 17:30

yes ok. I'll tell him



05/10 17:40

so can I leave the call listen you? I've arranged to update him on Thursday afternoon

Jason Campbell (XBC26 C) 05/10 17:42



do yes PM me all the deets



05/10 17:48



Cx says he was promised TV at £6/month



thank you. I'm here tomorrow, off tuesday/wednesday. I said I'd call with an update 2pm-3pm thursday



Jason Campbell (XBC26 C) 05/10 17:56 Edited



I'm off tomorrow but I am in Tuesday and Wednesday 😊 - So will complete it Tuesday/wednesday

09 October

09/10 13:09

Hey Jason. Did you get an opportunity to look for this call?



JASON CAMPBELL DM SUN 05/10

INVESTIGATION PROMISE BROKEN, NO FOLLOW-THROUGH, ESCALATION OWNERSHIP MISSING

T-20.2

NOEL CURRAN DM
THUR 09/10

ok, thanks. And I have this quite pressing case.
[redacted]
Jason was supposed to listen to the call tuesday/wednesday. I have a callback today, around now..
[redacted]
He seems to be off today. The customer is very very angry. Well he was, and I see notes that he was when he phoned in yesterday too.

Noel Curran (XBC26 C) 09/10 15:12
NC just checkingthe account 2 seconds
[redacted]

I should call him by 4. Shall I call and say results have been delayed?
Noel Curran (XBC26 C) 09/10 15:15
NC was it the call in Aug 24 that you were looking to be listened to
[redacted]
yes. Jason said he'd try and track it down, even though it's over a year

Noel Curran (XBC26 C) 09/10 15:16
NC ya the call is to far back to be listened to, so we wont be able to get it, the TV was put onto the account in August last year but he only got charged for it in Sept this year
[redacted]
thats were the increase is coming from

Yes. Is there a reason why it didn't charge until Sept this year? The customer is furious. Saying there's no way he's accepting the increase. says he was promised the tv at £6/month
Noel Curran (XBC26 C) 09/10 15:20
NC So in Aug 24 he took out regular sports package which was contracted at 16 pounds
[redacted]
then in Sept 24 he changed to Big sports, the order shows 45 pounds
[redacted]
I'm guessing it would have been sent here but the email never sent so that would need to be resent.
[redacted]
i would guess that it was just a error on the billing on the account that got fixed in Sept this year

so what's the next step? I think if I call and say he's obliged to pay 106.99, he'll probably explode
Noel Curran (XBC26 C) 09/10 15:39
NC only Step we can take is to raise a DSAR if he requests one, I would resend the email to him once you have him on the line
[redacted]
we wouldnt have the call in Sept 24 either

if I call him now, will you be available if he wants to escalate?
09/10 15:41

INVESTIGATION PROMISE BROKEN, NO FOLLOW-THROUGH, ESCALATION OWNERSHIP MISSING

T-20.3

NOEL CURRAN DM
THUR 09/10

Noel Curran (XBC26 C) 09/10 15:42

NC I can be

09/10 15:43

and would you suggest I cancel the dd and pause credit schedule for a month to allow time for results?

Noel Curran (XBC26 C) 09/10 15:43

NC he has to cancel the DD himself, we shouldn't be cancelling it

but that would have to be his choice if he chooses to cancel the DD

09/10 15:46

so tell him the situation and only take action he requests. Don't give him any guidance?

Noel Curran (XBC26 C) 09/10 15:47

NC only guidance we can is to send him out the contract and im sure he will make his own decision from there I'm sure

09/10 15:58 Edited

so the way I see it, I'm heading towards a phone call which I know is going to be very unpleasant. The customer was furious on the call on monday, saying we're thieves and calling him a liar. Saying that the only option now is to wait a month for dsar results could at least be softened by explaining that we can suspend any further payments until dsar results are in. Sending him the contract isn't acknowledging there's been an error on the account which he may not be liable for.

Noel Curran (XBC26 C) 09/10 16:07

NC I see that but, the TV has been active since last year, the only way we have now of

confirming if the contract is correct or not is with the DSAR as we no longer have the calls. He hasn't been getting charged for tv in at least the last 11/12 months when realistically we should have been. I understand where he is coming from about the increase itself but he would have had the 14 days Cooling off to dispute anything about the contract itself. But you are the one who's going to be handling the call so go forward as you see fit.



09/10 16:35

Noel Curran (XBC26 C) 09/10/2025 16:07

I see that but, the TV has been active since last year, the only way we have now of confirming if the contract is correct or not is with...

when I raise a dsar I have to read "Call recordings are kept for 1 year and then are automatically deleted in accordance with our policy." and get confirmation this has been understood. Given that the calls are over a year old, I don't think he'll take that very well. What do you suggest? (It's not my aim to be difficult Noel, promise!)

Noel Curran (XBC26 C) 09/10 16:42

NC if that's the case all you can do call him back and tell him the information that we have and

realistically escalate it when he asks, that's all we can do

09/10 16:52

I'm happy to call him, but really I feel I'm going to have to offer escalation as I have even less to offer than I did the last time we spoke i.e. he was waiting for the call listen results. So if I call now, you'll be available to take the call?

Noel Curran (XBC26 C) 09/10 16:42

NC to be honest I don't think you will have to offer an escalation I would say he will ask

himself

09/10 16:57

yes. so are you available?

or could you call him when you are?

Noel Curran (XBC26 C) 09/10 17:09

NC I am available but will be taking my lunch soon

09/10 18:26

I'm going to try calling the uncharged tv man now

You're available?

Noel Curran (XBC26 C) 09/10 18:27

NC currently on an escalation, if I am still on it Jessica is currently online also

Noel Curran (XBC26 C) 09/10 19:22

NC I'm available now do you still have him on the line

09/10 19:28

I'm on another call, I haven't tried him yet.

INVESTIGATION PROMISE BROKEN, NO FOLLOW-THROUGH, ESCALATION OWNERSHIP MISSING

T-20.4

JESSICA O'DRISCOLL DM THUR 09/10

09/10 19:16 Edited

Hi Jessica. I hope you're well. Sorry about this long one! Noel tells me you're potentially available if I need to escalate. I have a callback to do which seems absolutely certain it will require escalation.

[REDACTED] called in very angry on monday. after one year where he wasn't being fully billed for his tv, suddenly on his latest bill, the full tv price was added to his bill, increasing it by £45.

Having spoken to DI about it, they confirmed there had been a glitch, but the new monthly charges of 106.99 are now correct.

Jason had offered to search for the call when the original order was placed, as cx insists he was promised tv at £6. I was off tues/weds, but Jason said he would check the call ready for today. However, Jason is off today and I can't find any evidence he looked for the call.

I told Noel who advised we wouldn't have it as it's over a year ago. Noel advised I call cx and raise a dsar if that's what it came to. However, I pointed out I have to get confirmation from customer they understand "Call recordings are kept for 1 year and then are automatically deleted in accordance with our policy." Noel agreed in that case a dsar wasn't suitable to offer.

And so, I really have nothing to go back to the customer with, and feel the only thing I can do is offer to escalate.

I've been trying to sort this out all day, and missed the callback time of 3pm. I can see from notes the customer has already called in today, chasing the callback. It also doesn't seem to have progressed, and from talking to him on monday, I would be shocked if he's agreed to pay the additional £45. The complaint I opened on Monday remains open.

Given that I have nothing further to offer the customer, I have delayed calling back until I can be confident someone will be available to discuss his case when I do call. He was very critical of waiting last time we spoke, and on a very short fuse.

JASON CAMPBELL DM SUN 12/10

12/10 14:48 Edited

DanielMark Jackson (XBC26 C) 09/10/2025 13:09

Hey Jason. Did you get an opportunity to look for this call?

Jason - believe me, I'd rather not be raising this again. I did raise with Noel, who was unable to find call. I don't feel it's appropriate raising a dsar as the statement we're obliged to get agreement to clearly says calls are kept for maximum of 1 year, and call is over a year ago.

This left me with nothing to offer cx, other than escalation. Based on that, I tried coordinating with Noel so he'd be available to take call when I called cx back. Based on how angry cx was before, I felt calling him up and then making him wait for ages while I organised someone to take the call was best avoided. Without going into details, I attempted to co-ordinate with another TL before call but without success. I'm under pressure to get my complaints closed today.

I'll try calling cx this afternoon, can you be available when I do? Is there anything I could offer to try preventing escalation?

COMPLAINT CLOSED WHILE CUSTOMER STILL DISSATISFIED - "WE CONSIDER IT RESOLVED"

T-21

NOEL'S TEAM
MON 06/10

06/10 19:57
ive got a customer who's unhappy the followup flag had to be removed from his account following payment before he would be able to make changes to his account today. I've raised a complaint and asked what sort of resolution he was looking for and he said he would speak to the complaints team when they contacted him. I explained that wouldn't be automatic. what shall I tell him happens next?

and yes, I've got the flag removed

Noel Curran (XBC26 C) 06/10 19:58

NC whats the account number

06/10 19:58

Noel Curran (XBC26 C) 06/10 19:59

NC when did he contact the complaints team ?

06/10 19:59

he just raised a complaint now

Noel Curran (XBC26 C) 06/10 20:00

NC whats changes was he looking to make

06/10 20:01

something tv related

Noel Curran (XBC26 C) 06/10 20:03

I would just explain that it can take time for the system to update so that once he cleared the balance normally the system can take up to 24 hours to full update with the payment. I would try and see if value would be able to make the changes for him

06/10 20:04

I've explained that to him, and he says it should be the case that he can make changes immediately as that's what our policy says (apparently)

JESSICA O'DRISCOLL DM
MON 06/10

06/10 20:10 Edited

hi jessica, I'm told you're on late? Noel just left me hanging. I'm under instruction not to offer callbacks, and I can't currently close this complaint



Jessica O'Driscoll (XBC26 C) 06/10 20:12

JO hi so it can take up to 24h to reflect for orders to then be placed, I would advise CX to callback to order after 24h

if you're not allowed to call the CX back

if you have the CX on the line and you wanted to consult sales/value team to see if it cleared you can always try that but likely now

not*

also, sorry to keep replying, you could also close complaint under we consider it resolved but CX doesn't explained policy to CX cannot physically place order

then you're noting that the complaint is considered resolved, policy explained etc etc

06/10 20:21

I probably didn't explain it well enough. He was really making a problem out of nothing, and it was after I'd actually gone out of my way to try and ensure he didn't have a problem further down the line, i.e. making a payment now to then be passed to value and told he couldn't make any changes. Anyway, he's gone now. He says he'll be calling back tomorrow to complain about me, but that's fine, I don't think I should have done anything differently.

Jessica O'Driscoll (XBC26 C) 06/10 20:22

JO I see, don't worry if a complaint is made, you get your chance to say what you did on the call etc and that you reached out for guidance etc - some CX can be difficult in that way, hope you're ok!

06/10 20:24

I'm ok, thank you 😊



**LIMITED-ENGLISH VULNERABLE CUSTOMER:DCA,
NO INTERPRETER, ADR AVOIDANCE**

T-22.1

**BILLING SUPPORT CHAT
MON 06/10**

06/10 14:07

do we offer translators? an Afghan is requesting a Dari translator



Colm Ryan (XBC26 C) 06/10 14:11

CR im just taking another one Scott Stapleford (XBC26 C)

Catherine Heatherton (XBC26 C) 06/10 14:11



Scott Stapleford (XBC26 C) 06/10/2025 14:02
Only BT offers VAT and Cx is new EE so cant offer it to him and wont accept this

that is so annoying that New EE cant offer VAT invoices
I'm sure once its raised to OfCom that will change eventually

Scott Stapleford (XBC26 C) 06/10 14:11



Colm Ryan (XBC26 C) 06/10/2025 14:11
im just taking another one Scott Stapleford (XBC26 C)

No worries is there any other TL ? just Cx is not happy with waiting

06/10 14:12

DanielMark Jackson (XBC26 C) 06/10/2025 14:07
do we offer translators? an Afghan is requesting a Dari translator

is that a no?

Noel Curran (XBC26 C) 06/10 14:13

NC no we dont offer Translators



**NOEL CURRAN DM
MON 06/10**

06/10 15:00 Edited

I'm just talking to the Afghan who wanted to speak dari. actually her english is fairly good. but she has a problem. she currently has active account [REDACTED] home essentials. active since july this year.

before (home move) she had home essentials account [REDACTED] active april - july this year

On this old account she had tv at offer price of £1/month. she says she never wanted the tv. since the home move, the cancelled account has applied cease fees of 277.91 for tv service.

she now has dca chasing her for this. i can't find any evidence on account that she requested tv service to cease, but she says she never wanted it/never used it. I suspect that as it was only £1 she didn't put much effort into cancellation.

what are the chances of getting tv cease fees cancelled?

Noel Curran (XBC26 C) 06/10 15:12

no we wouldnt be able to cover those

Sorry on escalation

**LIMITED-ENGLISH VULNERABLE CUSTOMER:DCA,
NO INTERPRETER, ADR AVOIDANCE**

T-22.2

**NOEL'S MIS-SELL CHAT
MON 06/10**

06/10 18:23

Account Number [REDACTED]
Name [REDACTED]
Number contacted on [REDACTED]
Summary (as detailed as possible):httc since cancellation of tv contract. however cx says that she never asked for/wanted tv, and was added by agent when taking out contract without her permission as her english is poor
Agent Ein and Name [REDACTED]
Time and Date of call :31 Mar 2025 at 09:55
Complaint raised (Y/N)y
Action Scheduled for call back (Y/N)y



**NOEL'S MIS-SELL CHAT
TUE 14/10**

Noel Curran (XBC26 C) 14/10 11:47

DanielMark Jackson (XBC26 C) 06/10/2025 18:23
Account Number [REDACTED]
contacted on [REDACTED] Summary (as detailed as possible):ht...



no call available for this customer took out package in March, customer called in multiple times and never raised the issue of the TV itself, HTTC would stand **DanielMark Jackson (XBC26 C)**

**NOEL CURRAN DM
MON 17/10**

Noel Curran (XBC26 C) 17/10 18:50

[REDACTED]	Not EE Customer	BT	27	General	DanielMark Jackson
	New EE	10	General	DanielMark Jackson	
	BT	9	General	DanielMark Jackson	
	BT	6	General	DanielMark Jackson	

can you please look into these over the weekend and get these closed, and i need updates if they are still open. try and make sure the one open 27 days is closed as i will have to explain why its still open to the client on Monday

**NOEL CURRAN DM
MON 19/10**

10/10 18:48

Noel Curran (XBC26 C) 17/10/2025 18:50
[REDACTED] Not EE Customer BT 27 General
DanielMark Jackson [REDACTED] Not EE Customer...

they're all closed except [REDACTED] who i will try calling once more when i start my shift tomorrow (today)

**LIMITED-ENGLISH VULNERABLE CUSTOMER:DCA,
NO INTERPRETER, ADR AVOIDANCE**

T-22.3

**NOEL CURRAN DM
MON 20/10**

20/10 14:24

Sorry I've logged in late today, and that I haven't yet called the customer I said I would contact first thing. This particular case has made me feel quite uncomfortable, and I felt it was appropriate to take some time to review Ofcom's regulations before proceeding.

From what I've read, the route I'm expected to take doesn't seem to align fully with General Condition C4 and the Ofcom-approved Complaints Code, which require that providers follow a clear process to investigate complaints, tell the customer the outcome of that investigation, and, if the issue remains unresolved, issue a written response or ADR (Alternative Dispute Resolution) letter.

Could you clarify how I should proceed on this call? After I explain to the customer that the sales call can't be found, and that you've told me the HTTC still apply, what should I then be offering or advising her?

I completely understand that you want this complaint closed, but I hope you can appreciate that part of my responsibility as an agent is to be aware of Ofcom's regulations and flag any potential areas of non-compliance. My aim is to act correctly and uphold compliance standards – not to avoid work.

Noel Curran (XBC26 C) 20/10 15:51

NC

Can I first ask a reason for being late, the resolution for the complaint would be that the HTTC would stand as no call was found and customer only made contact with us mentioning they did not want the TV after it was cancelled. We don't have to offer anything, not all cases would require something offered, again this is similar to the other call back you had, I cant advise you on what to say until you make the call back as I can not guarantee how the customer is going to react to the situation.

The call I had this morning that was over 2 hours long was in relation to complaints as is our training at 4 today. once a complaint has been opened for 54 days automatically a deadlock letter is sent, A deadlock letter costs 265 per letter sent to a customer. the reason why not only myself but the client are asking guides to close complaints within a short window is to avoid cases going to deadlock, Between Jan - Aug this year EE/BT has spent 1.3 million on deadlock letters. Of course there will be cases that will warrant deadlocks being raised but that would have to be escalated properly (so starting with you, then myself, then ECR and then deadlock).

I am in no way asking you to go against compliance standards. What I am asking is that you follow the guidance set by the client you have relayed the information to myself. so I can do the same with the team.

TL FOCUSES ONLY ON COMPLAINT CLOSURE FOR COMPLEX CASES

T-23

NOEL CURRAN DM FRI 17/10

17 October

Noel Curran (XBC26 C) 17/10 11:53 Edited



[REDACTED] whats going on with this complaint, why is it open with an action for the 27th?
[REDACTED] I need an update with this one too why is this still open

17/10 12:51

[REDACTED] she's a lady who had a failed onetime switch move and has been quite distressed by the whole situation. I've been checking things have been happening as they should be; the account is now ceased and we're waiting for the final bill so we can sort out any credits due.

17/10 13:10

[REDACTED] you may remember I spoke to you about him before. the call couldn't be found to listen to, and I have absolutely nothing to offer him when calling. on the day we didn't manage to coordinate before you left, I then sent a message about him to jessica, and she ignored it. last weekend I sent an message to jason, who had originally offered to try and find original call, and he also totally ignored it. both messages were sent with hours left in the shift I think calling him up with no support ready, and then keeping him waiting while I try and arrange a manager, would be worse than not calling him at all.

Noel Curran (XBC26 C) 17/10 13:26



DanielMark Jackson (XBC26 C) 17/10/2025 12:51

[REDACTED] she's a lady who had a failed onetime switch move and has been quite distressed by the whole situation. I've been...

ok that is understandable but we still cant be leaving complaints open for this length of time, while I appreciate you trying to do as much as possible for the customer, that isn't your job to follow up on, you have done your part with this. any credits that are due would be done by the agent when the customer calls back in not yourself. As I mentioned earlier this week if not last week, all complaint must be closed on the call unless its due to a miss sell.

17/10 13:43

this is where I find myself in a difficult position. how can I put it to a customer who needs to wait for an account cease/final bill/and most importantly a credit, that they will be receiving a notification that we consider their issue resolved? and I hate saying this, because it's not that I don't respect you, but looking into regulations on complaint handling, my view seems to be supported.

Noel Curran (XBC26 C) 17/10 13:44



DanielMark Jackson (XBC26 C) 17/10/2025 13:10

[REDACTED] you may remember I spoke to you about him before. the call couldn't be found to listen to, and I have absolutely nothing...

so we you first said about this call to me it was at 16:07, you would have had roughly the next 4 hours after that point to call the customer back when I was available, you don't know how the call is going to go until you call him back, if it was the customer request the he wants to escalate after that point that if fine but you dont need to have a manager lined up waiting to escalate the call, I have given you every possible option that anyone would be able to do for him regardless of seniority. all thats left to do is call the customer back, the longer that you wait to call him back the more unhappy he is going to be as promises were broken, so he is bound to be angry off the get go before you even mention any call findings or lack thereof to him

Noel Curran (XBC26 C) 17/10 14:24



DanielMark Jackson (XBC26 C) 17/10/2025 13:43

[REDACTED] this is where I find myself in a difficult position. how can I put it to a customer who needs to wait for an account cease/final bill/and...

just in relation to this, can you share which regulation that you were looking at that wouldn't support the complaint being closed, going from the note that on the complaint "cease order not successful in past resulting in being overcharged since move to virgin." the resolution for this would be getting the account closed, no where does it mention about needing to wait for final bill. while it is mentioned in the action on the account it would still need to be mentioned in the complaint itself if you are leaving the complaint open for this reason. the issue they called into you was that the cease order failed and that they would need to be refunded for charges which we are unable to do so until the final bill comes through. there is notes on the account from a previous agent to say that once the final bill comes through we will refund any HTTC from the account.

17/10 15:25 Edited

Thanks for discussing this Noel. I was looking at Ofcom's general condition C4 and the complaints code under it (paragraphs 7 + 14). It says we've got to keep taking steps to resolve a complaint until it's actually resolved or properly closed.

In this case the final bill and refund still need to happen, so I'm just not sure how that counts as resolved. I do understand that credits will go on later, but that's kind of the core of what she raised, and she's understandably concerned that promises won't be met.

I'm not trying to make things awkward. But I also value part of my role being able to genuinely help customers. That doesn't mean I am predisposed to telling them what they want to hear, but it does mean I want to be confident I'm working within regulations. If there's any internal guidance that says it's ok to close at this stage, can you share it? This would help me understand for next time.

**VULNERABLE BILLING CONCERN DEFERRED;
IMMEDIATE RELIEF REFUSED**

T-24

**BILLING SUPPORT CHAT
SAT 18/10**

18/10 15:29

[REDACTED] cancelled account today and it's only been active since tuesday. I've been talking to him for a little while and going round in circles a bit, although he is very nice. He has some cognitive difficulties. any chance we can cancel the 32.99 bill which is currently showing? He's panicking about the final bill. cease due to go through on 27th, but he'd stop the service now if he could.

Jason Campbell (XBC26 C) 18/10 15:31



DanielMark Jackson... 18/10/2025 15:29
[REDACTED] cancelled account today and it's only been active since...

So he would be credited back on the final bill for the services not used - I understand his concern, however, I dont want to double credit him, you know

18/10 15:36

yes, fair enough. would you expect the final bill to charge from 14th - 27th when it's produced? Is it fair to advise him that he can dispute this charge and request the bill to be waived in full when it comes?

he' would stop now if he could, so barely 4 days service

Jason Campbell (XBC26 C) 18/10 15:38



yea - He can dispute the bill is he so wishes, but dont make any promises with it



DELAYED ENGAGEMENT, BILLING ERROR CORRECTION TREATED AS GOODWILL

T-25

BILLING SUPPORT CHAT SAT 18/10

18/10 14:05 Edited

is there a leader available? I have a customer [REDACTED] who has been billed for tv this/next month, despite it ceasing on 17 Oct. I've explained that the only two options I can offer are either to allow the dd to take the full amount now, and then wait for a refund on next bill, or cancel the dd now, pay this bill by card (minus the tv) and then reinstate dd when next bill is generated. But he will not accept this and says he's not going anywhere until we change the dd amount for this month

Jason Campbell (XBC26 C) Jessica O'Driscoll (XBC26 C) Sarah Jane Fleming (XBC26 C) Keely Ryan (XBC26 C)

Keelyn Ryan (XBC26 C) 18/10 14:17

KR

Daniel Mark Jackson (XBC26 C) 18/10/2025 14:05

is there a leader available? I have a customer [REDACTED] who has been billed for tv this/next month, despite it ceasing on 17 Oc...

how much his the credit ?

what is the date of the service to stop

18/10 14:18

22.96 (minus 2 days). service stopped 17th



also known as yesterday

Keelyn Ryan (XBC26 C) 18/10 14:18

KR

apply that as GW



18/10 14:19

thank you

could you applu this as my credits aren't working, please

22.07



Jason Campbell (XBC26 C) 18/10 14:26

JC

I will PM me the details 😊

ESCALATION PROMISED THEN DENIED, CONFLICTING LEADERSHIP, AGENT UNDERMINED

T-26.1

JESSICA O'DRISCOLL DM SUN 19/10

19/10 12:35 Edited

Hi Jess, wondering if you can help. I spoke to [REDACTED] yesterday who was getting in contact as he'd received a bill since cease order had gone through. I explained the process and all seemed well, but it then transpired he expects to leave without htcc.

His presentation of it is that there's been a long standing understanding by ee that speeds in his area are so slow, that he had the right to leave if they didn't improve. he says this dates back over two years.

The only recent evidence he thinks could be located is a call in July or August with an agent in Northern Ireland. I've had a look at calls around this time though and can't find evidence.

Tech have confirmed an engineer visit for slow speeds, but say the speeds, although slow, didn't fall below guarantee.

Perhaps this shouldn't be taken into account, but he is a former mp and lawyer, and comes across as such! He's been quite vocal about going to regulators if this causes any problems. I did say I would call him today with an update.

Jessica O'Driscoll (XBC26 C) 19/10 12:59

JO hello so i would say that he needs to go through to tech to allow them to investigate any speed or fault issues as it will ultimately be their decision on that basis as to whether he can leave without HTTC

19/10 13:02

I already spoke to tech and they said they couldn't as the speed wasn't below guarantee

Jessica O'Driscoll (XBC26 C) 19/10 13:03

JO ok so he would be liable for the HTTC

19/10 13:04

so when I call back and he says he'll therefore go to Ofcom, I should escalate?

Jessica O'Driscoll (XBC26 C) 19/10 13:05

JO yes reach out in the support chat and a TL will take the escalation

19/10 13:06

ok. thank you

KEELYN RYAN DM SUN 19/10

Keelyn Ryan (XBC26 C) 19/10 16:32

KR whats up with escalation

19/10 16:34 Edited

these are my notes from yesterday when I spoke to him. I just called back today confirming that htcc would apply (decision from Jess):

CX called unhappy re: bill issued after cease. Advised final bill still to be produced.

Cease had been delayed; checked account to ensure no issues clearing charges once final bill generated.

CX claimed he was told no notice period/HTTC due to very slow speeds + no upgrade planned. No evidence found to support this.

Connections confirmed slow speeds but no record of waiver. Tech confirmed engineer visit for drops, but no speeds below guarantee.

Informed CX no evidence of promise to waive fees; advised possible resolution if call recording located. CX recalled speaking to NI agent late June/early Aug; no matching call found.

CX stated arrangement dates back to complaint during recontracting a couple of years ago when told new lines were coming soon and he'd be free to leave if not delivered.

CX warned he will escalate to Ofcom/Ombudsman if charges applied.



Keelyn Ryan (XBC26 C) 19/10 16:37

KR 2 secs let me have a look

theres no HTTC on the account ?

19/10 16:38

final bill hasn't been produced

Keelyn Ryan (XBC26 C) 19/10 16:38

KR we can't dispute charges that haven't been applied

**ESCALATION PROMISED THEN DENIED,
CONFLICTING LEADERSHIP, AGENT UNDERMINED**

T-26.3

**KEELYN RYAN DM
SUN 19/10**

Keelyn Ryan (XBC26 C) 19/10 18:16

KR

soon

what time are you finsihed

19/10 18:19

5:30 officially, but I have a couple of complaints noel wants closed by tomorrow which I'm looking at

19/10 18:26

I really don't want to argue Keelyn. But as someone who would like to help customers where possible, this job can feel like a battle. I have gone out of my way for the customer I have brought to you for escalation, and it's disappointing that my promise to him is being broken. You have not only refused to take it, you've also not given any guidance following that decision.



**BROADBAND RE-GRADE MIS-SELL: CALL
EVIDENCE IGNORED**

T-27

**NOEL'S MIS-SELL CHAT
MON 20/10**

20/10 18:45

Account Number: [REDACTED]
Name: [REDACTED]
Number contacted on: [REDACTED]
Summary (as detailed as possible): bill much higher than expected due to removal of unlimited call plan and regraded broadband. was this agreed by cx?
Agent Ein and Name: [REDACTED]

Time and Date of call : 29 Sep 2025 at 10:58

Complaint raised (Y/N) y

Action Scheduled for call back (Y/N)



**NOEL'S MIS-SELL CHAT
WED 22/10**

Noel Curran (XBC26 C) 22/10 14:38

NC (2) DanielMark Jackson (XBC26 C) 20/10/2025 18:45
Account Number: [REDACTED] Name: [REDACTED]
[REDACTED] Number contacted on: [REDACTED]

Customer was advised that price without unlimited minutes would be 86.99 and customer agreed to take out this package

DanielMark Jackson (XBC26 C)

MIS-SOLD PRICE DISPUTE, ESCALATION ACCEPTED AFTER DELAY

T-28

BILLING SUPPORT CHAT FRI 24/10

24/10 19:16

is a leader available for escalation?

24/10 19:22

Jason Campbell (XBC26 C) escalation possible tonight, or will have to be tomorrow?

Jason Campbell (XBC26 C) 24/10 19:25



DanielMark Jackson (XBC26 C) 24/10/2025 19:22

Jason Campbell (XBC26 C) escalation possible tonight, or will have to be tomorrow?

Whats the issue ?

24/10 19:28

[REDACTED] was advised that her package would cost 59.99 - 39.99 for internet, but it's 46.99. I heard the call myself, and he clearly said 39.99. She won't accept a lump sum..

di can't help as it's ee

Jason Campbell (XBC26 C) 24/10 19:28



give me 2 mins and let me check

24/10 19:28

I appreciate it

Jason Campbell (XBC26 C) 24/10 19:30



Bare with me just checking a few things

DanielMark Jackson (XBC26 C) have you tried Vale ? @

Value* to see if they can amend the price

24/10 19:32

no, they can't

Jason Campbell (XBC26 C) 24/10 19:33



I know the customer is waiting - However, give me 2 mins - I just want to confirm with another TL as I have no acces to the system atm - 2 mins

24/10 19:34

okie dokie, thanks

24/10 19:41



the miss-sell



Jason Campbell (XBC26 C) 24/10 19:47



Call me there on the phone panel



VULNERABILITY FAILURES, AND COMPLAINT CLOSED AS "SATISFIED" WITHOUT CONSENT

T-29

NOEL'S TEAM
MON 31/10

31/10 16:47

[REDACTED] is an 85 year old lady who recently lost her husband. she went to the brixton store to reduce costs, and decided to remove her landline from account. instead of simply removing the landline, the staff there cancelled her existing contract, and then sold her a more expensive package, with more than she needs/wants. this was hidden by the fact it comes with 3 months free.

She has contacted us about this already, very unhappy that her broadband will be 46.99/month, where previously it was 35.99. She has been advised that she must return to store to dispute, which she has done a couple of times, but she says that each time the staff there have been very rude and told her that there isn't a manager available in the store for her to speak to. She says that she will not return to the store because they were so rude.

She says she doesn't know what to do next. What should I suggest?

Noel Curran (XBC26 C) 31/10 16:49

NC

is its a miss sell that happened in the store, only the store would be able to handle it, we wouldn't have any calls to listen to, I understand that she may not want to go back to the store, but they are the only ones who can resolve the issue

31/10 16:51

there are two closed complaints on account, one 24 days ago, the other 9 days ago, both detailing exactly what I said. What should I do with the complaint I raise?

Noel Curran (XBC26 C) 31/10 16:53

NC

I wouldn't be raising a new one, you can reopen either one of the ones already closed, I would close it being that we cant resolve the issue as customer would need to go back to store

31/10 16:55

if it can't be resolved, she should be offered adr, no?

Noel Curran (XBC26 C) 31/10 17:00

NC

as I said the only ones who could resolve it are the store, it would be up to the customer if she wants to escalate it after that we cant offer an ADR to her

31/10 17:07

what can I advise her in terms of options to escalate? Ofcom says we should be advising customers what to do if it can't be resolved internally

Noel Curran (XBC26 C) 31/10/2025 17:00

NC

as I said the only ones who could resolve it are the store, it would be up to the customer if she wants to escalate it after that we ca...

she has already stated she's not prepared to go back to store again, as her previous attempts have failed

Noel Curran (XBC26 C) 31/10 17:11

NC

has she asked to escalate the call from yourself

31/10 17:12

no

Noel Curran (XBC26 C) 31/10 17:13

NC

if shes not willing to go back to the store there very little we can do, the most we could do is to see if value can offer anything cheaper

31/10 17:23

she would like to speak to a manager

Noel Curran (XBC26 C) 31/10 17:24

NC

can you reopen one of the complaints

31/10 17:25

i have

Noel Curran (XBC26 C) 31/10 17:28

NC

in ready

ORDERS LIST SHOWING THE RELEVANT ORDER ENTRY AND CREATION DATE/TIME

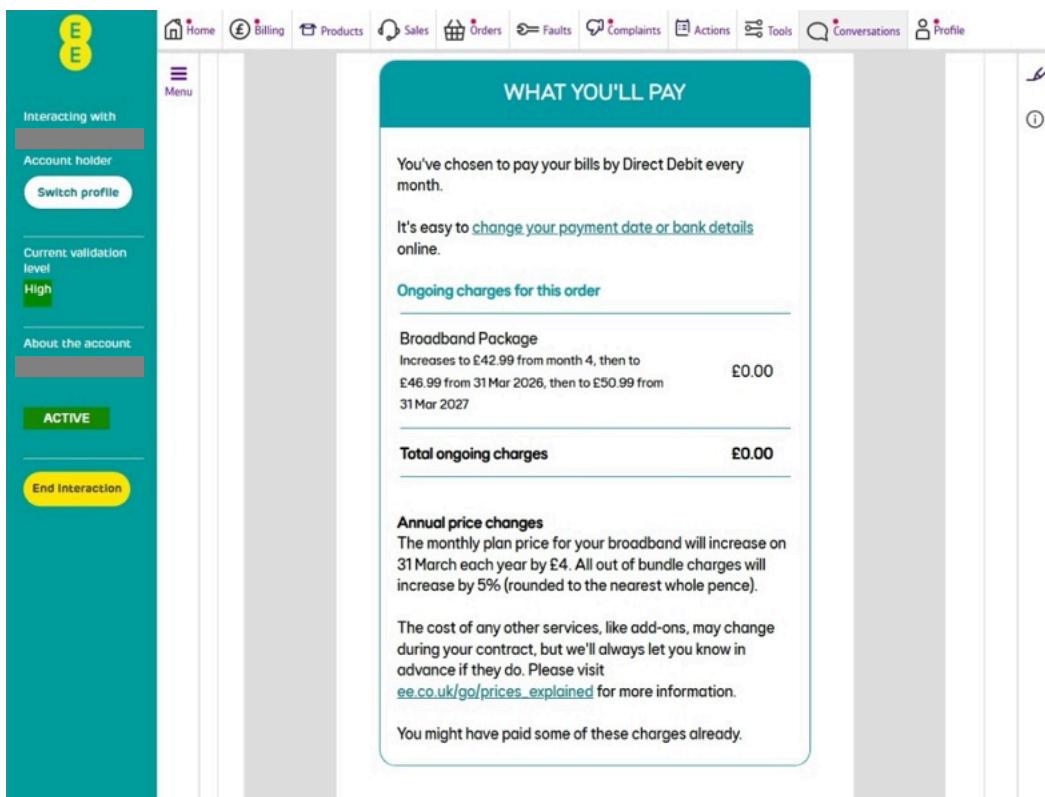
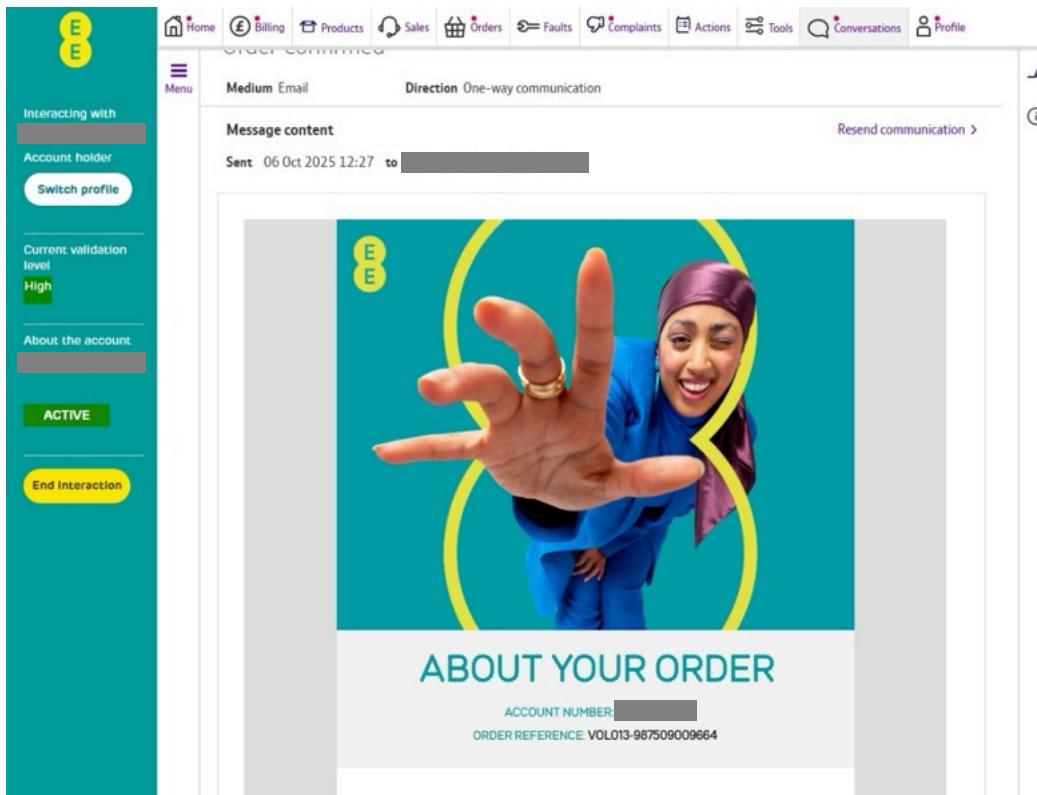
T-29.a

The screenshot displays a software interface for managing orders. On the left, a sidebar titled "Interacting with" shows the user is an "Account holder". It includes sections for "GENERAL SUPPORT" (with "Increase" and "About the account" buttons) and "ACTIVE". A yellow button at the bottom of the sidebar says "End interaction". The main area is titled "Orders" and shows three completed orders listed vertically. Each order entry includes:

- Status:** Complete - All Line Items Completed
- Created on:** (various dates: 06 Oct 2025, 05 Aug 2024, 06 Jun 2024)
- Sales reference:** (order IDs: RTL0005197727, AGT0001654390, RTL0001357385)
- Actions:** View order, View Comms, Create Comms, View pricing

OUTBOUND “ABOUT YOUR ORDER” COMMUNICATION RECORD

T-29.b



INTERACTION RECORD ON 07 OCT 2025 SHOWING A COMPLAINT LOGGED THE NEXT DAY

T-29.c

Complaint Details

Order complaint CLOSED NO OPEN ACTIONS

Raised for: [REDACTED] Contact number: [REDACTED] Owned by EIN: [REDACTED] View further info ▾

Complaint closing description:
cust went ee shop in [REDACTED] and was looking to lower bills after a recent bereavement....
she didnt need the phone line, was cancelled but has now got a cancellation charge of £142.90
I advised to go to shop and discuss
we can add the dv back, would create a new contract and we would refund the cancellation charge after 14 day cooling off period
value have advised cant get 11.00 charge back for anytime calls and to deal in store
Resolution offered see below

Important information
This complaint can not be reopened because it has been closed for more than 28 days.

Timeline:

- 07/10/2025 76 days ago Complaint Closed
- 07/10/2025 76 days ago Complaint Closed

[View detailed timeline](#)

Interaction details - InboundCall

Created by (EIN): [REDACTED]

Contact	Duration	Interaction started	Validation
[REDACTED]	43mins	07 Oct 2025 at 12:59	high

Interaction notes

cust went ee shop in Brixton, London and was looking to lower bills after a recent bereavement....
she didnt need the phone line, was cancelled but has now got a cancellation charge of £142.90
I advised to go to shop and discuss
we can add the dv back, would create a new contract and we would refund the cancellation charge after 14 day cooling off period
value have advised cant get 11.00 charge back for anytime calls and to deal in store
xferred mobile to look at mobile side

Interaction events

13:42	Complaint created VOL013-987897162011
13:43	Complaint closed VOL013-987897162011

Additional notes

COMPLAINT VOL013-987897162011

COMPLAINT DETAILS PAGE SHOWING CLOSURE DESCRIPTION AND THE TIMELINE MARKERS

T-29.d

The screenshot shows a software interface for managing customer complaints. On the left, there's a sidebar with account information and navigation links like 'Home', 'Billing', 'Products', 'Sales', 'Orders', 'Faults', 'Complaints' (which is selected), 'Actions', 'Tools', 'Conversations', and 'Profile'. The main content area is titled 'Complaint Details' and shows a 'Billing complaint' status as 'CLOSED' with 'NO OPEN ACTIONS'. It includes fields for 'Raised for:' (redacted), 'Contact number:' (redacted), and 'Owned by EIN' (redacted). A 'View further info' button is also present. Below this, there are two sections: 'Complaint summary:' and 'Complaint closing description:'. The summary text is a long narrative about a customer's broadband issue. The closing description is shorter, mentioning customer agreement to close the complaint and a good will gesture. A yellow box at the bottom contains an 'Important information' note: 'This complaint can not be reopened because it has been closed for more than 28 days.' At the bottom, a timeline shows five events: 'Complaint Backdated' on 22/10/2025 (61 days ago), 'Complaint Opened' on 22/10/2025 (61 days ago), 'Complaint Closed' on 22/10/2025 (61 days ago), 'Complaint Re-opened' on 31/10/2025 (52 days ago), and 'Complaint Closed' on 31/10/2025 (52 days ago). A 'View detailed timeline' link is located below the timeline.

Complaint Details

Billing complaint **CLOSED** NO OPEN ACTIONS

Raised for: [REDACTED] Contact number: [REDACTED] Owned by EIN: [REDACTED] View further info ▾

Complaint summary:

[REDACTED] has been given a broadband for £42.99 which she didn't agree too, she's 85 year old and has two bills and did this instore and cant get back to the store she has a major cold and really unwell. Her original contract was set for £35.99 all they had to do was remove landline and have taken advantage of instore. Her husband recently just passed away an was trying to lower her bills. Customer looking to escalate the call so I took over, customer wanted to escalate the call as believes they were miss sold in store customer was advised multiple times already that would need to return to store to look into matter, customer now refusing to go back to the store as store agents were rude and unhelpful, spoke to both value and ECR, who agreed package could not be lowered as customer is outside of COP and could have raised the issue of the miss sell during that time but didn't Credited 30 as good will for poor journey in the store

Complaint closing description:

customer agreed to close complaint
Resolution offered
I've provided a good will gesture

Important information

This complaint can not be reopened because it has been closed for more than 28 days.

Date	Action	Time Ago
22/10/2025	Complaint Backdated	61 days ago
22/10/2025	Complaint Opened	61 days ago
22/10/2025	Complaint Closed	61 days ago
31/10/2025	Complaint Re-opened	52 days ago
31/10/2025	Complaint Closed	52 days ago

View detailed timeline ▾

SYSTEMIC & CULTURAL EVIDENCE

SC-01

"ALBERT" GUIDANCE ON ESCALATIONS

- When to escalate a complaint

You should only escalate a complaint when you've exhausted all possible resolutions with the customer or if they've specifically asked to speak to your manager.

SC-02

PINNED MS TEAMS TEMPLATE FOR CREDITS, NOEL CURRAN'S TEAM

Noel Curran (XBC26 C) 08/03 19:16

NC Template for credits **Everyone**
All credits must have complaint opened and closed or else wont be done
Credit Template:
Account Number -
Reason -
Amount -
Fault reference number (if needed)



SC-03

SYSTEM MESSAGE FOR COMPLAINT CLOSURE, CONSUMER.COM

Close Complaint

Reason

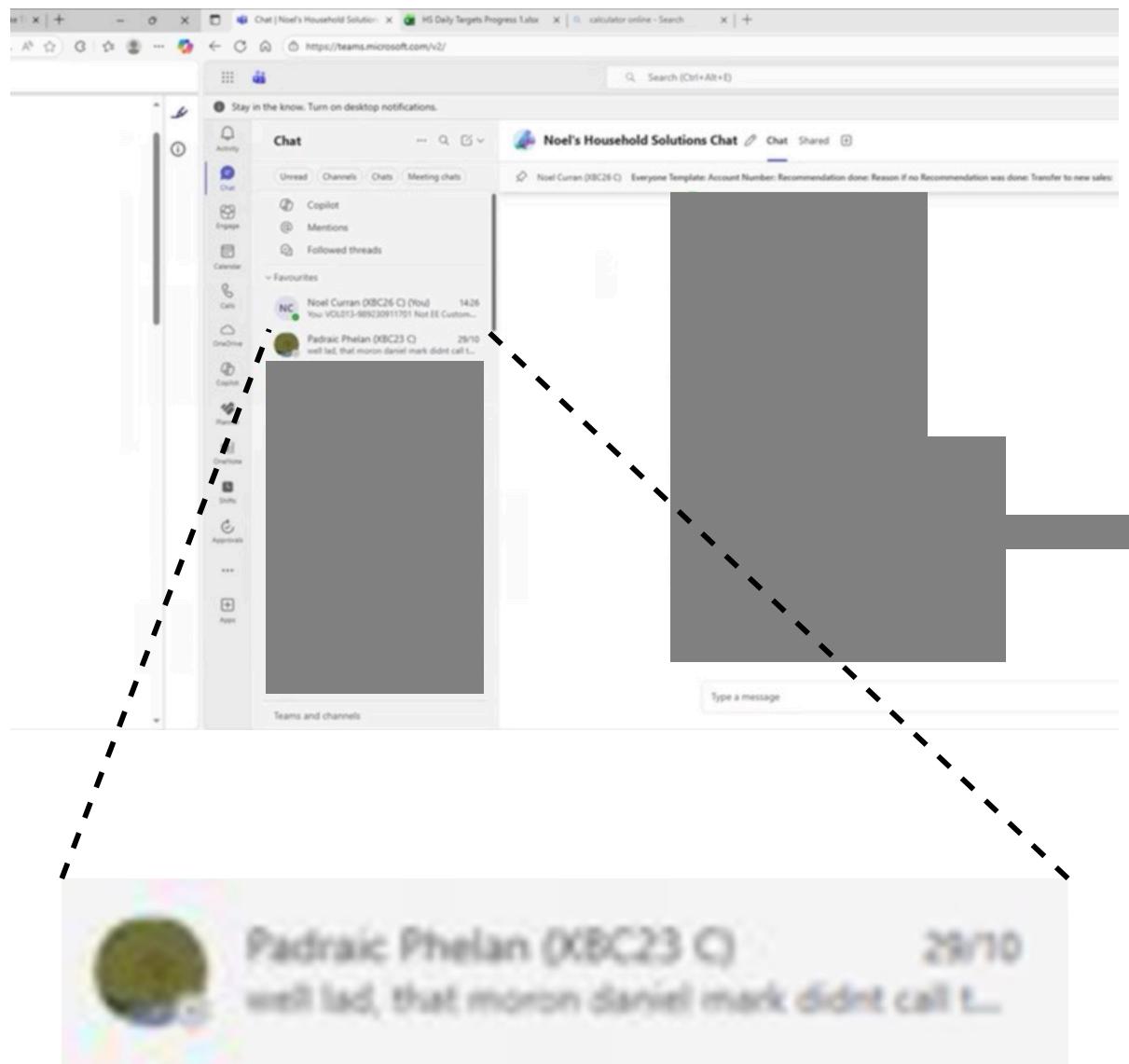
Reason for closing complaint

- Resolved.** I spoke to the customer. They agree that the complaint is resolved and they are satisfied with the way their complaint was handled.
- Resolved.** I spoke to the customer. They are NOT satisfied with the way their complaint was handled but understand that we consider it resolved.
- No contact.** I have followed the "No contact" process and there has been no customer contact.
- Duplicate.** This complaint is a duplicate of another complaint.

[Cancel](#)

[Next](#)

**NOEL CURRAN'S MS TEAMS SCREEN SHOWING DEROGATORY REFERENCE TO
DANIEL IN CHAT PREVIEW (MESSAGE VISIBLE FROM PÁDRAIC PHELAN)
FRI 31/10 17:28**



Visible preview text:

“well lad, that moron daniel mark didn’t cal...” *(as displayed)*

BILLING SUPPORT CHAT
TUE 18/11 16:45

[REDACTED] 18/11 16:45

Any TL available?

cx looking for a manager- refusing to speak to me any further because of trust issues.
He is upset as he is being charged [REDACTED] where he should only be charged [REDACTED] as
per new package but for some reason cyber security was added on to the account
reason for his call yesterday. was advised that the cyber security would get removed
but received a text about his bill today as [REDACTED] I have offered to removed the excess
amount which he agreed but still is looking for a manager to see how we can make him
happy

[REDACTED] 18/11 16:53

whats the AC no

[REDACTED] 18/11 16:54

Jessica O'Driscoll (XBC26 C) 18/11/2025 16:53
whats the AC no

BILLING SUPPORT CHAT
TUE 18/11 17:38

[REDACTED] 18/11 17:38

[REDACTED] have cx here that moved to us from sky last year and was told we do everything and sky been taken
payment off him ... he wanted to know when we got contacted sky to cancel off he what he did was return sky
equipment's but thought account was closed ... there no AOT ... not notes any we can do ... his 90 years old still get bills

can we still listen to the call ?

any TL

Jessica O'Driscoll (XBC26 C) 18/11 18:04

are you ok claudine

👉👈

what date last year? sky would have been sending him bills also

[REDACTED] 18/11 18:06 Edited

Jessica O'Driscoll (XBC26 C) 18/11/2025 18:04

what date last year? sky would have been sending him bills also

service activation [REDACTED] with us

BILLING SUPPORT CHAT
WED 19/11 11:59

[REDACTED] 19/11 11:59

cx chasing compensation for either a fault or a delay repair from january 2023 , acc is
now closed?

is there a time limit when cx can claim this how do I handle this ?

Jason Campbell (XBC26 C) 19/11 12:10

[REDACTED] 19/11/2025 11:59
is there a time limit when cx can claim this how do I handle this ?

Yes - There is a time limit - 2023 is to long for the customer to request - I believe that
that the timescale is 6 months from when the fault was fixed to request comp

[REDACTED] 19/11 12:13

cx wants to escalate because she was told by citizens avice she is eligible

she has all sort of complaint raised all resolved and credit given for all of them

I think she is now just looking for more money

[REDACTED] 19/11 12:19

any manager please

[REDACTED] 19/11 12:25

Jason Campbell (XBC26 C) 19/11/2025 12:10
Yes - There is a time limit - 2023 is to long for the customer to
request - I believe that that the timescale is 6 months from when...

cx is looking for a escalation are u able to take the call please?

**BILLING SUPPORT CHAT
WED 19/11 12:07**

19/11 12:07 Edited
Any manager available to take this call for me please ,Hello [REDACTED] cx here not happy that we took the dd for [REDACTED] quarterly basis, on her closed BT account , sales advisor moved her from BT to New EE , and assured that she will get the refund with in a week, from her account transfer, but looks like we just took the dd FOR THE WHOLE AMOUNT, and produced the final bill with out any refund applied, its all because of dd date and final bill got produced around the same time, now the cx asking for a refund right now please .

[REDACTED]

19/11 12:12
Krishnaveni Jaishankar (XBC26 C) 19/11/2025 12:07
Any manager available to take this call for me please ,Hello Niamh , cx here not happy that we took the dd for £414.21 quarterly basis...
anyone available to take this call for me please ?

**BILLING SUPPORT CHAT
THUR 20/11**

20/11 17:24
have stuck adv hub session if any tl able to help

20/11 17:34
20/11/2025 17:24
have stuck adv hub session if any tl able to help
if you open performance hub or rescue lense you can open AH beside that.

**BILLING SUPPORT CHAT
FRI 21/11 14:27**

21/11 14:27
[REDACTED] cust case closed with out consent.... issue is he rang on 10 nov to regrade BB and take off TNT but TNT havent been taken off,, cust isnt happy with that he gave a ring today aget placed cease order advised will ring back but closed case without consent.... cust dont want to make paymetn since 10 nov,,, adv cease 30days notice due to back to back things happens he is looking for waiving off since 10 nov for tnt sports.
can i advise him will waive off since 10 nov 10days 6.88 will be added once next bill produced can i leave notes.?
21/11 14:44
any manager for manager call please Everyone [REDACTED]
Shannon Williamson (XBC26 C) 21/11 14:44
on a manager call
21/11 14:44
she raised complaint to ombudsmen today she said any one please
21/11 14:48
if she raised one with them did she nt get any contact information ?
21/11 14:48
any other manager please Everyone [REDACTED]
21/11/2025 14:48
if she raised one with them did she nt get any contact information ?
no ide corey she is ringing since mor
21/11 14:50
what was the reason it went to ombusman
21/11 14:50
called to get an account looked into as cust placed an order in dec 2023 to stop tv and DV and keep BB on its own, she was quoted [REDACTED] order completed but prices stayed at the old plans price [REDACTED] and cust claims she was not aware of this as she doesnt get paper bills anymore and she never logged in to her account.
DI took over this call.

**BILLING SUPPORT CHAT
FRI 21/11 17:31**

[REDACTED] 21/11 17:31
any tl available ive a cx that was expecting a call back in regards to a missell from a manager and never received one

[REDACTED] 21/11 17:44
cx still on line could really do with a manager pls

[REDACTED] 21/11 17:45
Patrick Donoghue (XBC26 C) 21/11/2025 17:44
cx still on line could really do with a manager pls
not a manager but i can listen to the call quickly if you like and you can resolve in 30 mins time with the CX

[REDACTED] 21/11 17:47
Due: 21 Nov 2025 at 11:00 - 13:00
Descriptions:
Manager [REDACTED] summary:missell and acc opened without cx knowledge following complaints process see notes and complaints
[View ac](#)
from what i can tell the missell call listen has been done but manager never spoke to cx or moved the process along beyond that just closed the complaint

[REDACTED] 21/11 17:48
[REDACTED] 21/11/2025 17:47
[REDACTED] from what i can tell the missell call listen has been done but manager never spoke to cx or moved the process along beyond...
bad form but i can listen to the call and give you feedback to resolve with cx?
if it can't be resolved then we can escalate

**BILLING SUPPORT CHAT
SAT 22/11**

[REDACTED] 22/11 12:21

any TIs around ?

[REDACTED] 22/11 12:31

Megan O'Connor (XBC26 C) 22/11/2025 12:21
any TIs around ?

Whats up [REDACTED] ?

**BILLING SUPPORT CHAT
MON 24/11 12:51**

[REDACTED] 24/11 12:51
any TIs available for manager call was cold transferred to me SAYS SHE WAS MISSOLD BB WANTED TO BE PUT ON HOME ESSENTIALS A LONG TIME AGO AND WAS PLACED ON WRONG PRICE SAYS SHES BEEN PAYING 20.00 SINCE 2019

wants charges backdated to 2019

my TI isn't in im telling her we don't backdate this far but she won't accept

cx not accepting what I have to say never gotten comms ab this etc can I pls get some help w this

[REDACTED] 24/11 12:53
Go to loyalty and see if they can get her on HE.

[REDACTED] 24/11 12:53
shes on it now she was cold transferred to me by them

[REDACTED] 24/11 12:53
Don't mention the refund otherwise they won't take it.

[REDACTED] 24/11 12:54
shes been on it the whole time but she says she should've been on the 15 and not the 20 one

and wants this backdated to 2019

which is not possible

and I've already told her this but won't accept this

can I pls get a TI to help me w this have a complaint I can't close

SC-05.4

BILLING SUPPORT CHAT
MON 24/11 15:45

[REDACTED] 24/11 15:45
Hi, can someone pls help me with ee MFA WIPE, its is what IT told me my TL should do for e, but Shannon is not in due to emergency, thanks in advance!

[REDACTED] 24/11 15:48
[REDACTED] 24/11/2025 15:48
Hi, can someone pls help me with ee MFA WIPE, its is what IT told me my TL should do for e, but Shannon is not in due to emergency...
we cant remove MFA

[REDACTED] 24/11 15:52
I had to do a MFL wipe a while ago but I had to call a specific number on the IVR , a TL had to provide me with all the info but this was some time ago, see if u can contact some of the TLs in today and they can guide you on wht is currently the process

[REDACTED] 24/11 15:56
[REDACTED] 24/11/2025 15:52
we cant remove MFA
thats what IT told me a TL needs to do, and my stand in TL told me to ask another TL as mine is not in today, not sure what to do

[REDACTED] 24/11 15:58
[REDACTED] 24/11/2025 15:58
I had to do a MFL wipe a while ago but I had to call a specific number on the IVR , a TL had to provide me with all the info but...
ok 2 secs im checking

[REDACTED] 24/11 15:59
Everyone 24/11/2025 15:59
Can any TL help out on this pls?
Maija Rumjanceva (XBV44 C) 24/11/2025 15:45
Hi, can someone pls help me with ee MFA WIPE, its is what IT told me my TL should do for e, but Shannon is not in due to emergency...

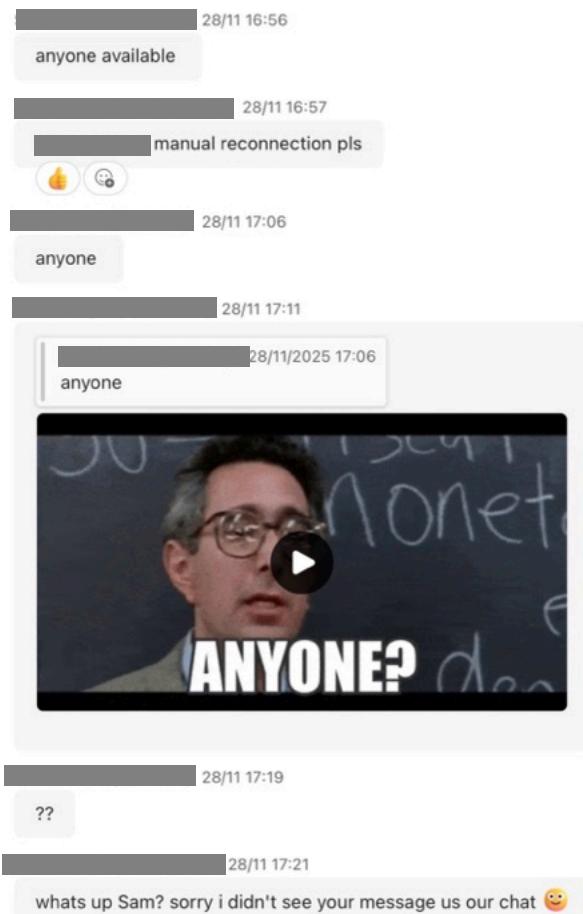
BILLING SUPPORT CHAT
MON 24/11 19:03

[REDACTED] 24/11 19:03
any manager for a manager call pls

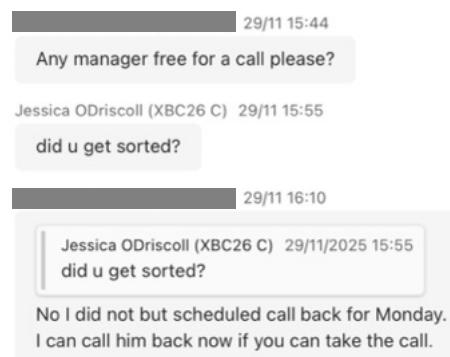
Noel Curran (XBC26 C) 24/11 19:12
whats the issue Charles

SC-05.5

BILLING SUPPORT CHAT FRI 28/11



BILLING SUPPORT CHAT SAT 29/11



BILLING SUPPORT CHAT
MON 01/12 12:05

[REDACTED] 01/12 12:05

Any TLs available for an escalation? cx on the line very unhappy wants to speak to manager as he spoke with an agent on 17th of nov and was believed to have placed a hm but can not locate order nor an account with the order on it- his own acc doesnt have it

[REDACTED] 01/12 12:13

Treasa Doyle (XBC26 C) 01/12/2025 12:05

Any TLs available for an escalation? cx on the line very unhappy wants to speak to manager as he spoke with an agent on 17th of...

did you speak with DI?

[REDACTED] 01/12 12:18

[REDACTED] 01/12/2025 12:18

did you speak with DI?

no?

[REDACTED] 01/12 12:14

[REDACTED] 01/12/2025 12:18

so you have an AGT number which shows an order. if its not viewable in consumer ask DI to give you the order information.

BILLING SUPPORT CHAT
MON 01/12 14:08

[REDACTED] 01/12 14:08

i have someone calling from BT credit control and she said that she has accidentally data breached a customer and her manager told her she has to report the data breach to us and someone has to submit a form or something but she doesn't know what dep to go to asking me what to do

does anyone know

[REDACTED] 01/12 14:20

I think she just has to raise the fraud form its in albert under suspected fraudulent activity and then data breach? i dont get why she is ringing you?

BILLING SUPPORT CHAT
TUE 02/12 10:23

[REDACTED] 02/12 10:23

any TI available to take a call cx account closed due to non payment/cx saying he is in suicidal depreassion

[REDACTED] 02/12 10:43

anyone available to take TI call, this cx want to speak with TI as account stop due top non payment

BILLING SUPPORT CHAT
TUE 02/12 16:16

[REDACTED] 02/12 16:16

Everyone TI available? Customer is not happy that duplicate account was setup and have been billed in the two account [REDACTED] Cx have been paying into the [REDACTED] account but was meant for the other account. I can see that the credit has been applied to the [REDACTED] account so that the [REDACTED] can be closed. I can see that this account is still active. though no active asset. I have tried to assist the cx but will not listen as this has been an ongoing issue. Customer just want to speak to a manager

[REDACTED] 02/12 16:17

[REDACTED] 02/12/2025 16:16

Everyone TI available? Customer is not happy that duplicate account was setup and have been billed in the two account...



SC-05.7

BILLING SUPPORT CHAT
WED 03/12

[REDACTED] 03/12 18:48

is there any manager online

[REDACTED] 03/12 19:02

is there no TL around ?

BILLING SUPPORT CHAT
THUR 04/12 11:30

[REDACTED] 04/12 11:30

Any TL to take an escalation...? Thanks

Cx's asking for a manager - they've been pinged-ponged between 4 different departments and I asked them if I can solve their query - No, they stand their ground...Want a manager. It was a transfer by [REDACTED] who was doing the removal of the HTTC + cancellation but all of a sudden - they threw cx onto me. Any TL to take this call?

[REDACTED] 04/12 11:42

Anyone available? Thanks

BILLING SUPPORT CHAT
THUR 04/12 15:54

[REDACTED] 04/12 15:54

hi any managers pls

iv a customer and got a htcc

he only got a nification today as he works away and doesnt look at his emails

if he set up a new acc can we wavier the HTTC charge?

What's changed since your last bill

Broadband Package (Charge for ending your contract early)	15 Oct	£123.25
Broadband Extras (Charge for ending your contract early)	15 Oct	£65.39

no letter sent out too him or email and doesnt look at his email?



Hi any tl please and thanks

[REDACTED] 04/12 15:57

[REDACTED] 04/12/2025 15:57

Hi any tl please and thanks



[REDACTED] 04/12 15:58

no comment 😊

iv this customer on line and he requested a manager but can we wavier if he sets up a new acc??

Hi anyone pls ?

SC-05.8

BILLING SUPPORT CHAT
FRI 05/12 09:23

05/12 09:23
need a manager ASAP!!!!!!!!!!!!!!
hello is there anybody out there

BILLING SUPPORT CHAT
FRI 05/12 12:07

05/12 12:07
Got someone here saying they ceased acc last month, acc was not ceased but notes say they can leave no HTTCs. Cx looking for last month to be refunded (€71.20). Can this be applied?

05/12 12:18
The customer claims a credit check was run on her without consent. She says she reported it in November, but nothing was done. The agent told her it had been escalated to a manager for a callback, yet she never received one. cx says she wants to speak to a manager.

05/12 12:19
05/12/2025 12:07
Got someone here saying they ceased acc last month, acc was not ceased but notes say they can leave no HTTCs. Cx looking for las...
we need to cease the acc first. was that a sales guide that left that note and or was there one in the acc after that note.

BILLING SUPPORT CHAT
FRI 05/12 12:57

05/12 12:57
Ant tl available? / Interacting with [REDACTED] no info given.. Chasing up again
cx still has not received their refund from July of [REDACTED] different group billings raised and still no refund ..prior
compliant closed all old and closed past the 28 day mark

05/12 13:07
Everyone

BILLING SUPPORT CHAT
FRI 05/12 16:44

05/12 16:44
any manager around this my call back cx called yesterday but there was no TL around to take call ..

BILLING SUPPORT CHAT
FRI 05/12 17:14

05/12 17:14 Edited
any TL available ?

05/12 17:22
hey guys TLs are very limited in the office there's only Eamonn and then [REDACTED] for support maybe arrange a
callback with your own TL or send a private message to the lads or your own TL so they will see it I don't think they'll see
this chat

BILLING SUPPORT CHAT
TUE 09/12

09/12 08:41
Any manager available? Cxt has been charged [REDACTED] as termination fee to move from ee to bt, he has been called us a
lot of times and no one waived the charges so now customer wants to talk to a manager

anyone available?
Everyone

BILLING SUPPORT CHAT
WED 10/12

Wednesday 18:22
can get TL to apply [REDACTED] cx rang up last month was told that they will change the calling plan to unlimited but they
got email that something change but LL was still charging them was told get that waived off

anyone here?
Jessica O'Driscoll (XBC26 C) Wednesday 18:32
add to your credit chat and it can be disputed 😊

SC-05.9

BILLING SUPPORT CHAT
THUR 11/12 11:01

[REDACTED] Thursday 11:01

any managers available

[REDACTED] Thursday 11:15

[REDACTED] slot will be soon the way that lot are playing!!!!



[REDACTED] Thursday 11:15 Edited

I have a cx here who has an Indemnity on her acc but her bank is saying that they didnt request it, is there anything we can do

[REDACTED] Thursday 11:17

[REDACTED] 11/12/2025 10:36
If you pay [REDACTED] I'll be on sambuca with you!!! HAHA.

Sounds amazing wish i could come but im way too far away sadly

[REDACTED] Thursday 11:18

[REDACTED] 11/12/2025 11:17
Sounds amazing wish i could come but im way too far away sadly

can send you a hot in the post 😊



[REDACTED] Thursday 11:19

[REDACTED] 11/12/2025 11:18
can send you a hot in the post 😊

Have to get it imported from france now because no where sells the banana one of it
If you have tried it 100% recommend



[REDACTED] Thursday 11:20

[REDACTED] 11/12/2025 09:40
Everyone Can ye please pop into Infosys mail and confirm attendance

is this a night out?



[REDACTED] Thursday 11:24

anyone ??

[REDACTED] Thursday 11:30

all accommodation paid for and free bar ye



billion dollar company innit

[REDACTED] Thursday 11:35

I have a 3 bedrromed house, happy to rent a room out £150 for the night.

[REDACTED] Thursday 11:36

customer hung up

BILLING SUPPORT CHAT
THUR 11/12 15:44

[REDACTED] Thursday 15:44

I need a tl / I've an aggressive son 3rd party claiming he is POA on his mothers account he won't give us the reference to register this and states no other company asked him to do it, wants to talk about the bills I advised at this current time I won't be able to do so.. and he wants a manager he isn't listening too my i explained gdpr [REDACTED] Everyone

[REDACTED] Thursday 15:51

A manager won't be able to discuss anything with him either, he'll need to register the POA if he has the POA

[REDACTED] Thursday 15:53

i know

SC-05.10

BILLING SUPPORT CHAT
FRI 12/12

[REDACTED] Friday 19:47

[REDACTED] - manual reconnection please

[REDACTED] Friday 19:49

Head over to payment support no TL here.

BILLING SUPPORT CHAT
SAT 13/12 15:14

[REDACTED] Saturday 15:14

anyone on for a manager call

[REDACTED] Saturday 15:20

[REDACTED] 13/12/2025 15:14
anyone on for a manager call

sam Eamonn on manager call no other managers here dont know who is working manager from home



[REDACTED] Saturday 15:25

hung up on me anyways twice this week waiting on someone and cx hangs up

BILLING SUPPORT CHAT
SAT 13/12 15:37

[REDACTED] Saturday 15:37

can i get a manager to apply a credit of £30 for an incorrectly charged engineer appointment? it will not let me dispute the charge, it can wait cx has had a bad time with bt



[REDACTED] credit and refund please

[REDACTED] Saturday 15:49

[REDACTED] 13/12/2025 15:41
[REDACTED] credit and refund please

BILLING SUPPORT CHAT
SAT 13/12 16:31

[REDACTED] Saturday 16:31

any TL here

[REDACTED] Saturday 16:56

[REDACTED] anyone delete the bt id alanblairgray@btinternet.com

[REDACTED] Saturday 17:11

dont think we have TL here

[REDACTED] Saturday 18:24

are there any tis on? i have a cx who ceased his services in september 2022 but we started billing him again out of nowhere 3 years later in September 2025, no new order or interactions, the bills just appeared

[REDACTED] Saturday 18:25

dont think any tis are here

[REDACTED] Saturday 18:26

thnaks

CUSTOMER EMAILS (see T-06)

CE-01

On 17 Aug 2025, at 17:41, [work email redacted] wrote:

Hi [Customer A],

Just a quick note to say I haven't forgotten about you! It's been a rather hectic day, but I'll be in touch tomorrow with full details regarding the complaint process.

All the best,

Daniel
EE Home Billing Guide

CE-02

From: [Customer A] <[customer email redacted]>
Sent: 17 August 2025 20:18
To: DanielMark Jackson (XBC26 C) <[work email redacted]>
Subject: Re: EE Complaint Process

Many thanks Daniel, I did worry that you had got lost in the EE/BT abyss !!!

Regards

[Customer A]

Sent from my iPhone

CE-03.1

FROM: DANIELMARK JACKSON (XBC26 C) <[WORK EMAIL REDACTED]>
SENT: 18 AUGUST 2025 20:58
TO: [CUSTOMER A] <[CUSTOMER EMAIL REDACTED]>
Subject: Re: EE Complaint Process

Hi [Customer A],

Thanks again for your patience. I've reached the end of my shift today and unfortunately haven't received the clarification I was hoping for. I'm currently between team leaders, which has made it a bit harder to confirm the best way to ensure your complaint is progressed properly.

I'm back at work on Thursday and will make this a priority as soon as I'm in. I really appreciate you bearing with me - I know how frustrating delays like this can be.

Warm regards,

CE-03.2

Daniel
EE Home Billing Guide

CE-04

On 21 Aug 2025, at 19:32, [work email redacted] wrote:

Dear **[Customer A]**,

Thanks so much for your patience while I've been looking into this further with my team leader.

We've reviewed your case again, and EE are now prepared to offer an additional £213.50. This has been worked out based on the period from 28 March to 15 May. I know you had asked for £300, and I do appreciate why, but I should be upfront that this new figure is our final offer.

If you'd rather not accept this, the next step would be to arrange a call with a manager so they can go through things with you directly. If you'd like to do that, just send me an email with a time that suits you. A manager can be available tomorrow between 1pm and 7pm, or at the weekend between 10am and 4pm.

Kind regards,

Daniel
EE Home Billing

CE-05

On 22 Aug 2025, at 07:59, **[Customer A] <[customer email redacted]>** wrote:

Morning Daniel,

Yes we will accept the additional £213.50 as long as it is credited into our bank account.

You have worked hard for us and I thank you for all you have done.

Please confirm when this will be credited

Regards

[Customer A]
Sent from my iPhone

CE-06

On 25 Aug 2025, at 18:36, [work email redacted] wrote:

Hello **[Customer A]**,

I have submitted your credit to be applied to your EE account and subsequently transferred to your bank account. This was actioned a couple of days ago upon receiving your email.

For credits over £200, the usual timeframe is 7–10 days for the amount to be applied to the EE account, followed by up to 5 days for it to reach a bank account. However, there is currently a backlog of £200+ credits being processed, which may cause some delays.

I will be on holiday from tomorrow and returning on 4th September. On my return, I will check your account and, if the credit has not yet been applied, I will ensure it is prioritised and update you on the progress.

I do hope you have enough patience in reserve to allow for this!

Best regards,

Daniel
EE Home Billing Guide

CE-07

FROM: **[CUSTOMER A] <[CUSTOMER EMAIL REDACTED]>**
SENT: 06 SEPTEMBER 2025 07:49
TO: DANIELMARK JACKSON (XBC26 C) <**[WORK EMAIL REDACTED]**>
Subject: Re: EE Complaint Process

Hi Daniel

Hope you had a good holiday, the credit hasn't been paid! Please don't close the complaint until this has been sorted!

Regards

[Customer A]
Sent from my iPhone

CE-08.1

On 8 Sep 2025, at 17:57, [work email redacted] wrote:

Hi **[Customer A]**,

CE-08.2

I hope you're keeping well.

I want to be upfront with you: the reason I've delayed getting back to you is simply because I don't have a meaningful update to share. I've checked again today and, the credit still hasn't been paid. Despite repeatedly chasing this internally, I've not received any further information or confirmation from the relevant team.

My team leader has been off since I returned from leave, but he's due back tomorrow. Although I'm not back myself until Thursday, I'll be putting in a request for him to contact you directly with an update. I'll also check progress personally when I'm back on Thursday and follow up with you then.

I completely understand how frustrating this must be, especially given the time that's passed and the assurances already made. I'm still committed to seeing this through and will do everything I can to get this resolved.

Warm regards,

Daniel
EE Home Billing Guide

CE-09

FROM: **[CUSTOMER A] <[CUSTOMER EMAIL REDACTED]>**
SENT: 13 SEPTEMBER 2025 16:52
TO: DANIELMARK JACKSON (XBC26 C) <**[WORK EMAIL REDACTED]**>
Subject: Re: EE Complaint Process

Hi Daniel,

Still no compensation and now your team leader has returned I wish you get this resolved !

PLEASE DO NOT CLOSE THIS COMPLAINT until this issue has been sorted.

Regards

[Customer A]
Sent from my iPhone

CE-10.1

On 13 Sep 2025, at 17:52, [work email redacted] wrote:

Hi **[Customer A]**,

CE-10.2

I am absolutely keeping an eye on this and ensuring the complaint remains open. On Friday, I raised this yet again with my team leader and received this response:

"I am after raising another request as it should be on the account by now. I will check the account on Monday and get Ops to apply it"

As I'm sure you know, if it were within my power, you would have received this long ago.

As ever, I hope the next time I contact you, it will be with good news.

Daniel

CE-11

FROM: **[CUSTOMER A] <[CUSTOMER EMAIL REDACTED]>**
SENT: 15 SEPTEMBER 2025 13:55
TO: DANIELMARK JACKSON (XBC26 C) <**[WORK EMAIL REDACTED]**>
SUBJECT: RE: EE COMPLAINT PROCESS

Please can you arrange the credit to our account that has been done today for £213.50 to be paid into our bank account asap, please do not close the complaint until this has been sorted.

Regards

[Customer A]
Sent from my iPhone

CE-12

On 15 Sep 2025, at 21:06, [work email redacted] wrote:

Hi **[Customer A]**,

I'm delighted to hear the credit has now been applied. I'll ensure the complaint remains open until I receive confirmation that the £213.50 has reached your bank account.

I'm back at work on Thursday.

Warm regards,

Daniel

CE-13

On 16 Sep 2025, at 07:30, [Customer A] <[customer email redacted]> wrote:

Hi Daniel

That haven't put the credit it into any account yet please see copies of the emails that we received from EE

Regards

[Customer A]

Sent from my iPhone

CE-14

From: [Customer A] <[customer email redacted]>

SENT: 20 SEPTEMBER 2025 15:55

TO: DANIELMARK JACKSON (XBC26 C) <**[WORK EMAIL REDACTED]**>

Subject: Re: EE Complaint Process PRIORITY

This has not been credited to our account !!!

<IMG_6375.png>

REOPEN THIS COMPLAINT AS NO CREDIT AS BEEN RECEIVED EITHER ON OUR ACCOUNT OR BANK ACCOUNT

regards

[Customer A]

Sent from my iPhone

CE-15.1

On 20 Sep 2025, at 17:07, [work email redacted] wrote:

Hello [Customer A],

I requested on Thursday for the credit on your account to be transferred to the direct debit bank account we have on file. While this process can take up to seven working days, it's often completed sooner.

I sincerely apologise that your complaint was closed during my absence. As soon as I became aware of this on Thursday, I promptly reopened it.

CE-15.2

I'll continue to monitor the progress and remain hopeful that the credit will reach your bank account by next week.

Please find attached a screenshot confirming that your complaint is currently open.

Best regards,

Daniel
EE Home Billing Guide

<image.png>

CE-16

From: **[Customer A] <[customer email redacted]>**
Sent: 20 September 2025 17:58
To: DanielMark Jackson (XBC26 C) <**[work email redacted]**>
Subject: Re: EE Complaint Process PRIORITY

Hi Daniel

Our account has not been credited with £213.50 so I'm not sure how you can transfer it to the direct debit bank account you have on file? Many thanks for reversing the complaint, we wish it to be outstanding until this whole situation has been resolved.

Regards

[Customer A]
Sent from my iPhone

CE-17.1

On 21 Sep 2025, at 18:10, **[work email redacted]** wrote:

Hi **[Customer A]**,

I've attached a screenshot confirming that the £213.50 credit was successfully applied to your EE account. The reason it's not now visible on your EE account or bank statement is simply timing - it's currently in transit between the two. I submitted the transfer to your bank account on Thursday, and while the process can take up to seven working days, it often completes sooner.

The amount being transferred is £369.74. Part of the total compensation has been used to cover two bills generated since the initial credit was applied - £56.76 for August and £61.50

CE-17.2

for September.

Please don't hesitate to get in touch if you need anything further.

Best regards,

Daniel
EE Home Billing Guide

CE-18

FROM: **[CUSTOMER A] <[CUSTOMER EMAIL REDACTED]>**
SENT: 03 OCTOBER 2025 07:42
TO: DANIELMARK JACKSON (XBC26 C) <**[WORK EMAIL REDACTED]**>
SUBJECT: RE: EE COMPLAINT PROCESS PRIORITY

Hi Daniel

Hurrah, the compensation has finally reached our bank account, 9 horrible, long months and terrible customer service from a huge company !

I would like to say thank you to you, however, for all you have done to resolve the problem, your kindness and support has been very much appreciated. You have kept me informed along the way and your feedback has been great with all of our correspondence.

Many thanks

[Customer A]
Sent from my iPhone

Colm Ryan (XBC26 C) Chat Shared Storyline + ⌂ ↻ 8% 🔍 ⏷ ⏵ ...

24/11 12:28

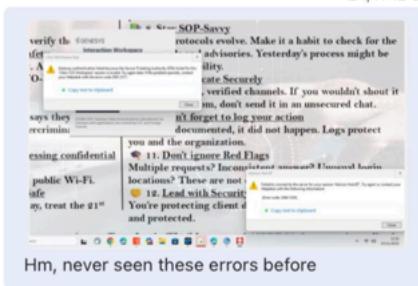
Hi Colm,

Keith has advised me that you will be my point of contact for call/customer queries for the time being. Effectively my TL, right?

Just saying hi, I'm Daniel

Am just logging on now

24/11 12:33



Hm, never seen these errors before

Colm Ryan (XBC26 C) 24/11 15:24

Hi Daniel

Sorry I've been in a training session for the last 5 hours

Can you tell me what hours you work?

24/11 15:25

Hey Colm,

I was just writing to Keith, but good to hear from you

monday, thursday, friday 1230-2100, saturday, sunday 0900-1730

I'm guessing you're not the same!

Colm Ryan (XBC26 C) 24/11 15:29

CR Jackson, Daniel [NotReadyForNextCall (01:11:56)] 0 0 0 0 00:00:00 01:11:52

just wondering what is going on here have you taken a call today??

24/11 15:30

No, I haven't

Colm Ryan (XBC26 C) 24/11 15:30

CR why is that?

24/11 15:30

I think it's best I discuss this with Keith. Sorry, really don't want to get off on the wrong foot. You can confirm I do of course.

Colm Ryan (XBC26 C) 24/11 15:33



im not really understanding Daniel. have you been talking with Keiht?

24/11 15:43

that's not why I haven't taken a call no. I'd prefer to keep any details around earlier today between me and keith. Maybe it's best for you to check that's ok with keith. I'm going on call in a moment

24/11 15:53

[REDACTED] put in cease request on 10 nov but wasn't told of 30 days notice when she cancelled. Had assumed billing would end with service on 18 nov. unhappy she has been billed till 10 dec. anything we can offer?

Colm Ryan (XBC26 C) 24/11 15:58



was there comms sent?

24/11 16:00

yes. saying that the service would stop on 18 nov. doesn't mention billing

Colm Ryan (XBC26 C) 24/11 16:00



so there there will be a pro rata adjustment then

24/11 16:01

the final bill has been issued. Billing till 10 dec

Colm Ryan (XBC26 C) 24/11 16:03



ok not much more we can do

can offer gwc of one week maybe

24/11 16:05

she says that if she'd been told she had to pay till 10 dec, she would have left the service on till 10 dec, instead of agreeing to cut it on 18 nov

I can offer one week. If she's not happy (she wants 3 weeks), what shall I do?

Colm Ryan (XBC26 C) 24/11 16:11



just offer the 3 weeks



24/11 16:17

that's £38.71. Are you able to apply that now?



thank you

24/11 17:24

What time do you finish today?

CT-03

Colm Ryan (XBC26 C) 24/11 17:30
CR 6pm

24/11 17:34
9:30-6 mon-fri?

Colm Ryan (XBC26 C) 24/11 17:36
CR I have a 3 week rotaion
this week the rotation is
8:30 to 6pm with a half day on Thursday, I'm not here on Friday at all
As I said I'm not sure how its going to work but you are staying on your original hours

24/11 17:42
my hours changing has never been discussed, no

Colm Ryan (XBC26 C) 24/11 17:46
CR yeah it will stay the same

24/11 17:55
so this week our shifts will only coincide again maybe on thursday

26 November

Colm Ryan (XBC26 C) 26/11 18:18
CR well
do you want to work St. Stephens Day or work New Years Day?
10am to 4pm
need to pick one

27 November

27/11 12:18
when do you need to know?

Colm Ryan (XBC26 C) 27/11 12:18
CR ASAP
would be best to give me an answer in the next 30 minutes or so

27/11 12:19
will do

27/11 12:39
26th please

work on 26th

Colm Ryan (XBC26 C) 27/11 13:11



ok thanks

its not a guarantee you will get the one you want but I will put it through

27/11 13:11

Ok, thank you



27/11 13:41

[REDACTED] - account was cancelled due to fault. 9.20 on final bill he is looking to have waived. yes/no..?

Colm Ryan (XBC26 C) 27/11 13:48



that is ok

only seeing it now

go into meeting there

let me know when you are off a call



27/11 13:48

could you apply this now?

DanielMark Jackson (XBC26 C) 27/11/2025 13:41

[REDACTED] - account was cancelled due to fault. 9.20 on final bill he is looking to have waived. yes/no..?

He's looking to have this applied before end of call

Colm Ryan (XBC26 C) 27/11 13:52



just put it on



27/11 13:54

it's not showing

Colm Ryan (XBC26 C) 27/11 13:58



refresh?

have you put the credit on?>

27/11 13:59

Colm Ryan (XBC26 C) 27/11/2025 13:58
refresh?

I have, many times

Colm Ryan (XBC26 C) 27/11/2025 13:59
have you put the credit on?>

Colm Ryan (XBC26 C) 27/11 13:59

CR why not?

no, I can't

Colm Ryan (XBC26 C) 27/11 14:01

27/11 14:01

Line	Charge	Amount	Approved Amount
7QH	Broadband Package	£39.99	9.20

Update

Oops! An error has occurred. Please try again later.

Colm Ryan (XBC26 C) 27/11 14:01

CR just put it on as compensation

{redacted}

webex.com

Colm Ryan (XBC26 C) 27/11 14:02

27/11 14:02

Colm Ryan (XBC26 C) 27/11 14:03

CR ok done join the webex after that

and close complaint

Colm Ryan (XBC26 C) 27/11/2025 14:04

and close complaint

Saturday

Colm Ryan (XBC26 C) Saturday 14:05

CR are you in meeting again?

Saturday 14:06

you can see I am. But you're here, so I will go back on calls. good to see you

Colm Ryan (XBC26 C) Saturday 14:10

CR I will meet you later on this

Saturday 14:26

[REDACTED] could you check this account please. since order placed in july he hasn't be charged for broadband, until this month which has charged 26sept-19dec @ 176.37. what's caused this?

Colm Ryan (XBC26 C) Saturday 14:32

CR (C) its a zero balance?

he is not liable to it anyway

its a bill error on on our side

Saturday 14:32

well 0 because the dd will go through on monday

ok, so what action should I take?

Saturday 14:49

I didn't know how to proceed and he couldn't wait any longer. I have arranged to call him back later today. Please give me some guidance on what I need to do to resolve this.

Colm Ryan (XBC26 C) Saturday 15:32

CR (C) DanielMark Jackson (XBC26 C) @

webex.com

[REDACTED]

stay on calls for now

i have a manager call

Saturday 15:56 Edited

Colm Ryan (XBC26 C) 29/11/2025 15:32
webex.com

sorry, was on a break at the time

Colm Ryan (XBC26 C) Saturday 15:58

CR (C) ok

go into webex now

Saturday 15:59

im on a call

Saturday 16:09

[REDACTED] had been receiving bt colleague discounts, but this ended on 29 october. this meant her regular prices went up from 28.52 to 85.99. She's fine with that, but her latest bill has adjusted her previous bill, meaning that she now has a bill for 134.77. She wasn't told this would happen, and she's not very happy. Anything we can do?

Colm Ryan (XBC26 C) Saturday 16:10
CR just credit it
Saturday 16:11
you will add 48.78?

Colm Ryan (XBC26 C) Saturday 16:11
CR yeah thats fine
Saturday 16:11
Great, thanks

Colm Ryan (XBC26 C) Saturday 16:16
CR are you off that call now?
Saturday 16:16
almost

Colm Ryan (XBC26 C) Saturday 16:22
CR yes
Saturday 16:57
May I have a record of our documented conversations?

Colm Ryan (XBC26 C) Saturday 17:14
CR What's changed since your last bill 26 Sep - 19 Nov
Broadband Package
Part month charge:
part month charge as pro rata between 26 Sept and 19 Nov

Saturday 17:26 Edited
DanielMark Jackson (XBC26 C) 29/11/2025 14:26
could you check this account please. since order placed in july he hasn't be charged for broadband, until this mont...
I'm aware of that already. My question is what has caused this?
Colm Ryan (XBC26 C) 29/11/2025 14:32
its a bill error on on our side
I've also told him that it's been acknowledged as billing error..

Saturday 17:34
I called him by 1730 as I promised I would, but need to call again when I understand what's happening

Colm Ryan (XBC26 C) Saturday 17:34

CR its an error with the order

are you finished now?

Saturday 17:35

ok, so what next?

Colm Ryan (XBC26 C) Saturday 17:35

CR there is no need to explain it more to the customer

Saturday 17:35

so he's liable for the bill



Colm Ryan (XBC26 C) 29/11/2025 17:35
are you finished now?

apart from this, yes

Colm Ryan (XBC26 C) Saturday 17:36

CR ok just call him tomorrow

Saturday 17:36

and the documentation of our documented conversations?

Colm Ryan (XBC26 C) 29/11/2025 17:36
ok just call him tomorrow

I said I would call him today. I know he's not happy about this bill, so what shall I do with the complaint?

Colm Ryan (XBC26 C) Saturday 17:41

CR so the customer has not paid for the service, so would be liable

you don't need to call him back today just leave it until tomorrow

Monday

Colm Ryan (XBC26 C) Monday 13:42 **IMPORTANT**

CR DanielMark Jackson (XBC26 C) !

Is there a reason you are in meeting again today?

Colm Ryan (XBC26 C) Monday 13:48

CR Can you respond to me

Monday 13:51

Hi Colm, I'm logged in and ready to work, but I'm in Meeting because I'm still waiting on a written response from Employee Relations to the emails I've been sending since 24 November about how the interim arrangements should work in practice. Until they confirm those interim arrangements in writing, I don't feel it's responsible to take live calls, but as soon as ER provide that clarity I'm

happy to go back into Ready.

Colm Ryan (XBC26 C) Monday 14:10

CR I've brought this to the attention of Keith, however this is not a valid reason to not be logged in taking calls.

As I've advised you already you are able to take calls regardless of me being here or something like this being provided to you

Monday 14:20

Thanks, Colm. Given that this is directly tied to my Dignity at Work grievance and the interim arrangements put in place by Employee Relations, I'm following their process and waiting for their written guidance. I don't think it's appropriate for me to debate the validity of that with you, so I'll wait for ER's response. In the meantime I'm logged in and available, and once ER confirm the interim arrangements I'll go back into Ready.

Colm Ryan (XBC26 C) Monday 14:56

CR So has Keith or Dave advised you to not take calls?

Monday 15:05

No, Keith or Dave haven't given me any new guidance either way, despite multiple written requests since 24 November - that's the problem. Until they respond I'm keeping to that position. I'm logged in and available, and as soon as ER confirm the interim arrangements I'll go back into Ready.

Anthony Kielthy (XBC26 C) Chat Shared Storyline + 27 November 27/11 19:20

Hi Anthony, I've been advised I can come to you for assistance.

[REDACTED] has a 7.50 late fee he's not happy about. no notes explicitly say this wouldn't be applied, but there's a history showing there have been issues due to date change. He has kept to promise of paying bill on 27th this month and last month.. can we refund? I can't, my oneview isn't functioning

Anthony Kielthy (XBC26 C) 27/11 19:42

AK Yes i will credit it

Sorry was on my break

27/11 19:43

Great, thanks

everyone deserves a break sometimes :)

Anthony Kielthy (XBC26 C) 27/11 19:44

DanielMark Jackson (XBC26 C) 27/11/2025 19:43 everyone deserves a break sometimes :)

they sure do - I have added that credit for the customer now

27/11 19:45

many thanks

Anthony Kielthy (XBC26 C) 27/11 19:46

AK if ya need anything else just reach out

Friday

Friday 13:15

Ok, thank you

Friday 14:08

Me again. I have a question I've had before and never got to the bottom of.. are you aware of customers getting notices when they log in online that there are cheaper broadband deals available to them, but then finding out [from value] that these aren't available, and seem to have been shown in error?

Anthony Kielthy (XBC26 C) Friday 14:11

AK Do you have an example account all i can think of the ee id is not setup properly so when he logs into the app it thinks its a brand new customer

Friday 14:21

Yes, you're right, in this case the advert was appearing when cx logged into eeid before the broadband had been merged.

Anthony Kielthy (XBC26 C) Friday 14:23

AK System just thought it was a brand new customer and that's why it showed brand new deals 😊

Friday 15:26



Anthony Kielthy (XBC26 C) Friday 15:27

AK Let me have a look

How many days was she out of service for

Friday 15:28
Friday 17:57 Edited

[REDACTED] moved from ee to home essentials. Could you check the 177.86 htcc can be refunded (bt account open over two weeks), but she is still liable for 71.40 please Anthony Kielthy (XBC26 C)

Anthony Kielthy (XBC26 C) Friday 18:01

AK I have added a credit on for the 177.86 as they have another account opened

Friday 18:01

that's was easy, thank you

Anthony Kielthy (XBC26 C) Friday 18:02

AK no problem 😊

Friday 18:47

do you know where I could get current employee handbook? I've asked HR without success

Anthony Kielthy (XBC26 C) Friday 18:49

AK Let me have a look for it

and ill let you know im not sure if we have one

Friday 18:52

thank you. am i right in thinking iremote has such things? it's more of a guess than anything. Antivirus issues are preventing me being able to get in

Anthony Kielthy (XBC26 C) Friday 19:21

give me a few minutes ill have a look

Friday 19:22

thank you

Anthony Kielthy (XBC26 C) Friday 19:24

it looks like the HTTC were removed and he was offered 3 month rental

he was given the 3 months refund

what else dose he want

Oh i can see their is a cease order for the TV so i can waive the most recent charges for the TV if hes happy with that

Friday 19:25 Edited

he wants the current balance cleared

but yes, I see he's just had 60 refunded

he was blind transferred to me

Anthony Kielthy (XBC26 C) Friday 19:29

That comp that we was given was for 3 months worth of TV bills it looks like he never paid his full september bill but we have already provided a credit for him

Friday 19:31

i can't see when the restriction was placed, but he's presenting it as "I'm not prepared to pay for bb when i was restricted, when the reason I was restricted was due to a miss-sell"

Anthony Kielthy (XBC26 C) Friday 19:32

From what i can see the last time he was restricted was on 12/10/2025 and that was when a mannal reconnection order was placed

22/10/2025 was when the last reconnection order was placed

but if he would have just made contact we would have reconnected him

Friday 19:33

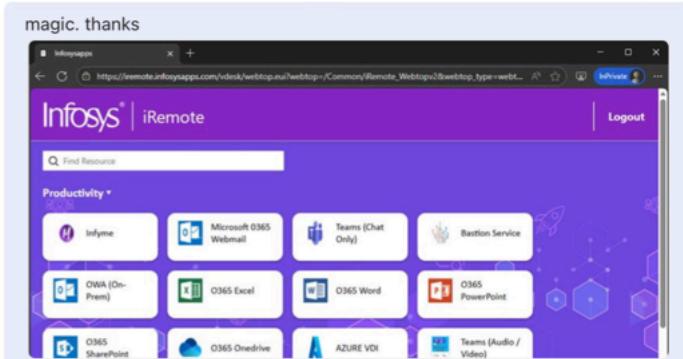
TV charges were refunded following the miss-sell conclusion, as the customer had not agreed to the TV service. However, due to this miss-sell and the resulting higher bills, the customer's broadband service was restricted in October, leaving them unable to use the service. To reflect the impact of these issues, broadband charges for two months have been refunded.



Anthony Kielthy (XBC26 C) Friday 20:11

Perfect thank you

AK Perfect thank you Friday 20:13



magic. thanks

Anthony Kielthy (XBC26 C) Friday 20:13

AK No issues

if you open infy me

you should be able to get into the policies through their

Friday 20:20

I like the way it can't actually believe you've got your password right so it makes you type it again. Digging around now

Anthony Kielthy (XBC26 C) Friday 20:21

AK yeh you always have to type it about 100 times ahahaha

Anthony Kielthy (XBC26 C) Friday 20:51

AK Are you okay do you need anything from me before i leave

Friday 20:59

I'm good. Every employee handbook except ireland available, but not something to worry about right now. thank you, have a good night

Type a message Smiley icons: heart, smile, etc.

GH-01

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Thursday, October 30, 2025 1:29:52 PM
To: hr.query.ire@infosys.com <hr.query.ire@infosys.com>
Subject: Exploring options to improve performance 617692612

Dear HR,

I'm getting in touch because I've been experiencing some difficulties in my current role that have been affecting my attendance and wellbeing. I want to find a constructive way forward and can see two possible paths that might help me perform at my best:

- Option 1: Move to a team that is fully work-from-home, and where my working hours align more closely with the team leader's. This comes from ongoing difficulty getting help, particularly when my current team leader is not available - at present, only three out of my five weekly shifts are shared with my TL, Noel Curran.
- Option 2: Transfer to a Tech Support role, which may be a better match for my skillset. I'm not sure whether Tech Support positions are available for work-from-home agents, but I'd appreciate any information you can share.

I would like to be an agent who provides genuine and effective support to BT and EE customers, and I believe finding the right structure and environment would allow me to do that consistently.

I'd be grateful for any guidance on whether either of these paths could be explored, or if there are other options HR would suggest.

I'm very happy to go into further detail about the issues that have led to my current situation if that would be helpful.

Thank you for your attention and understanding,

Daniel Jackson

GH-02.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Wednesday, November 5, 2025 9:12 am
To: hr.query.ire@infosys.com <hr.query.ire@infosys.com>
Subject: Re: Exploring options to improve performance 617692612

Dear HR,

Following my email last Thursday, I am writing to formally raise a grievance. I have not yet received a reply to that message, which has now passed your 72-hour response timeframe.

I have been signed off work by my doctor due to work-related stress. This is not a personal matter but a direct response to the strain of being instructed to act in ways that appear inconsistent with Ofcom guidance and my professional duty to customers.

The stress arises largely from being asked to communicate decisions to customers that I believe are unfair or non-compliant, often with no clear next step available unless the customer uses specific wording such as "Can I speak to a manager". That expectation – to leave a customer without a proper route forward – causes ongoing ethical distress.

A key example involved an 85-year-old, recently widowed customer who had been sold a more expensive broadband package after visiting a store to reduce her costs. She later refused to return to the store after being treated rudely. I raised this with my team leader, Noel Curran, as I believed we should advise her of her right to escalate if the matter could not be resolved in-store. The response I received appeared inconsistent with Ofcom's requirements.

Feeling once again deeply concerned about the instructions I was being given, I used Copilot, which is provided by Infosys and has been highlighted as a resource for agents to use in our work. I appreciate that Copilot can make mistakes, but I used it in good faith to gain an impartial view.

Below is the exact prompt I gave Copilot (screenshot of Teams chat attached) and the full analysis it returned.

Prompt used:

what do you make of this chat between dj, an ee billing agent, and nc, dj's team leader:

dj: [REDACTED] is an 85 year old lady who recently lost her husband. she went to the brixton store to reduce costs, and decided to remove her landline from account. instead of simply removing the landline, the staff there cancelled her existing contract, and then sold her a more expensive package, with more than she needs/wants. this was hidden by the fact it comes with 3 months free.

She has contacted us about this already, very unhappy that her broadband will be 46.99/month, where previously it was 35.99. She has been advised that she must return to store to dispute, which she has done a couple of times, but she says that each time the staff there have been very rude and told her that there isn't a manager available in the store for her to speak to. She says that she will not return to the store because they were so rude. She says she doesn't know what to do next. What should I suggest?

nc: is its a miss sell that happened in the store, only the store would be able to handle it, we wouldn't have any calls to listen to, I understand that she may not want to go back to the store, but they are the only ones who can resolve the issue

dj: there are two closed complaints on account, one 24 days ago, the other 9 days ago., both detailing exactly what I said. What should I do with the complaint I raise?

nc: I wouldn't be raising a new one, you can reopen either one of the ones already closed, I would close it being that we cant resolve the issue as customer would need to go back to store

dj: if it can't be resolved, she should be offered adr, no?

nc: as I said the only ones who could resolve it are the store, it would be up to the customer if she wants to escalate it after that we cant offer an ADR to her

dj: what can I advise her in terms of options to escalate? Ofcom says we should be advising customers what to do if it can't be resolved internally dj quotes

nc: I said the only ones who could resolve it are the store, it would be up to the customer if she wants to escalate it after that we cant offer an ADR to her

dj: she has already stated she's not prepared to go back to store again, as her previous attempts have failed

nc: has she asked to escalate the call from yourself

dj: no

nc: if shes not willing to go back to the store there very little we can do, the most we could do is to see if value can offer anything cheaper

Copilot Analysis (verbatim):

This chat reveals a troubling situation involving a vulnerable customer and a breakdown in internal support and escalation procedures. Here's a breakdown of the key issues and dynamics:

🧑 Customer Situation

- Age and vulnerability: The customer is 85 and recently bereaved, which should trigger heightened sensitivity and support.
 - Intent vs. outcome: She visited the store to reduce costs but was instead upsold a more expensive package.
 - Mis-selling concern: The new package appears to have been misrepresented, with the higher cost masked by a temporary discount.
 - Failed resolution attempts: She's tried returning to the store multiple times but faced rude treatment and no access to a manager.
 - Refusal to return: Understandably, she now refuses to go back, feeling mistreated and stuck.
-

🧑💼 Internal Handling

- NC's stance: The team leader insists that only the store can resolve the issue because it originated there, and that no ADR (Alternative Dispute Resolution) can be offered unless the customer escalates.
 - DJ's pushback: DJ is advocating for the customer, pointing out that complaints have already been raised and closed, and that Ofcom guidance requires advising customers on escalation options.
 - Escalation ambiguity: NC seems to deflect responsibility, suggesting that unless the customer explicitly asks to escalate, nothing further can be done.
-

⚖️ Regulatory and Ethical Concerns

- Ofcom guidance: Ofcom mandates that if a complaint can't be resolved internally, the customer must be informed of their right to escalate to ADR after 8 weeks or if deadlock is reached.
- Deadlock scenario: The customer has tried multiple times to resolve the issue and refuses to return to the store. This arguably constitutes deadlock.
- ADR eligibility: NC's claim that ADR can't be offered is questionable. If EE cannot resolve

the issue internally, the customer should be referred to the relevant ADR scheme (e.g., CISAS or Ombudsman Services).

🗣 Tone and Culture

- DJ's professionalism: DJ shows empathy, diligence, and a clear understanding of regulatory obligations.
 - NC's rigidity: NC appears dismissive, procedural, and reluctant to take ownership or escalate, despite the customer's distress and DJ's valid concerns.
-

Summary

This exchange highlights a systemic failure to support a vulnerable customer, a potential breach of regulatory obligations, and a leadership gap in empowering frontline staff to do the right thing. DJ is trying to advocate for fairness and compliance, while NC is entrenched in a narrow interpretation of process that risks reputational and regulatory fallout.

Would you like help drafting a formal escalation or internal feedback based on this case?

Since joining Noel's team, I have only ever had one one-to-one meeting with him. Several others were scheduled but cancelled, including two that he arranged after I messaged him about feeling under stress and struggling to perform my role. Both were cancelled, and after that, there was no further acknowledgment or support.

The difficulties are not limited to one individual, but this lack of follow-through has made things worse.

Separately, while reviewing internal communications, I saw a direct message from a colleague to Noel referring to me as "that moron Daniel Mark ...". The message appears to have related to my recent sickness absence. Noel was clearly aware of my absence, but I received no acknowledgment or support from him during that period. Seeing such language used about me, and left unaddressed, has added to a sense of hostility and isolation.

This is not a full account of the difficulties I have experienced. I have further evidence of similar cases and patterns of concern, which I can provide on request.

I am due to return to work tomorrow (Thursday). Given the circumstances, I do not believe it would be sustainable to return under the same management structure.

I therefore request:

- 1 That my compliance concerns be formally investigated, including whether the guidance being given to agents meets Ofcom requirements; and
- 2 That immediate arrangements be made to ensure a safe and supportive return to work – such as temporary reassignment to another manager or team – while this matter is reviewed.

Please confirm receipt of this email and advise what can be arranged in the short term regarding my return.

GH-02.5

Thank you for your time and understanding.

Daniel Jackson

GH-03

From: Daniel Jackson <[xxxxxxxxxxxx](#)>

Sent: 06 November 2025 09:03

To: Hr.query.ire <Hr.query.ire@infosys.com>

Subject: URGENT - Grievance acknowledgement and return to work [617692612](#)

Dear HR,

I'm following up again on my grievance email sent yesterday morning (Wednesday 09:00). I haven't yet received any acknowledgment or response.

As I was due to return to work today, I need to understand what arrangements should be in place in light of the issues raised. Until I've had confirmation from HR, I don't believe it would be appropriate to resume work under the same management structure.

Please confirm receipt of my email and advise how I should proceed today.

Kind regards,
Daniel Jackson

GH-04

From: Employee Relations Ireland <emprelations.Ireland@infosys.com>

Sent: Tuesday, November 11, 2025 10:08:35 AM

To: [xxxxxxxxxxxx](#) <[xxxxxxxxxxxx](#)>

Cc: Employee Relations Ireland <emprelations.Ireland@infosys.com>

Subject: RE: URGENT - Grievance acknowledgement and return to work [617692612](#)

Hi Daniel,

I refer to the below, which has been passed onto ourselves in the employee relations team.

Firstly, sorry to hear of the below and I acknowledge receipt of your email.

Infosys BPM takes such issues very seriously and in light of the below, I am attaching here a copy of the Company's Dignity at Work policy, of which you will be aware. This policy is also available on the Company's Policy Portal.

We will revert to you shortly to confirm the next stages.

In the meantime, please feel free to contact myself or Deirdre in the Employee Relations team if you have any queries or require further information in relation to this process. The Company's Employee Assistance Programme is also available to you, free of charge, for confidential assistance and support at freephone [1800 995 955](#). This service is provided by VHI and is independent of the Company.

Regards,
Keith Connolly
Senior Lead, Employee Relations

GH-05

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Wednesday, November 12, 2025 10:30 am
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: Re: URGENT - Grievance acknowledgement and return to work 617692612

Dear Keith and Deirdre,

Thank you for your reply and for confirming receipt of my email.

I just wanted to clarify that my grievance extends beyond the inappropriate language used towards me (being called a "moron"). While that comment was part of the issue, the broader concern relates to ongoing management conduct, lack of support, and systemic pressures which have directly contributed to my work-related stress and medical absence.

As I'm due to resume work tomorrow, could you please confirm what arrangements should apply in the meantime? In the absence of any contact or updated plan, I remain unsure whether returning to the same reporting structure would be appropriate while this matter is under review.

I would appreciate your guidance on both points.

Thank you,
Daniel

GH-06.1

From: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Sent: Wednesday, November 12, 2025 4:01:00 PM
To: Daniel Jackson <xxxxxxxxxxxx>
Cc: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: RE: URGENT - Grievance acknowledgement and return to work [617692612](#)

Hi Daniel,

I want to reassure you that you will have every opportunity to discuss and outline all of your concerns in full as part of the ongoing process.

In the meantime, regarding your return to work, please note that your reporting line will temporarily change. In that regard, you should not have any direct contact with Noel Curran during this period. Instead, please direct any work-related matters to either Shannon Williamson or Colm Ryan.

You should avoid one-to-one conversations or meetings with Noel. All professional interactions should be routed through Shannon or Colm. Our expectation of all parties is to maintain a professional standard at all times.

Please understand that these measures are not a presumption of wrongdoing by anyone. They are purely temporary steps to ensure the dignity and comfort of everyone involved. A similar request has also been communicated to Noel. Shannon and Colm will be informed about this temporary arrangement, but they will not be made aware of any details related to your complaint.

We appreciate that this may cause some inconvenience and thank you for your understanding and cooperation. If you have any questions, please do not hesitate to

GH-06.2

contact me or Deirdre from the Employee Relations team.

Regards,
Keith Connolly
Senior Lead, Employee Relations

GH-07

From: Daniel Jackson <[xxxxxxxxxxxx](#)>
Sent: Thursday, November 13, 2025 12:29:10 PM
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: Re: URGENT - Grievance acknowledgement and return to work [617692612](#)

Hi Keith,

Thank you for your reply and for outlining the temporary reporting structure.

I am attaching two documents which I felt it was fair to submit now so that you have the fullest possible picture of my complaint:

Dignity at Work – Condensed Complaint Dossier
Record of Conversations Contributing to Work-Related Stress (47 pages)

As my shift is due to begin at 12:30 today, I wanted to clarify my position urgently. Although I appreciate the temporary arrangements, Shannon Williamson is referenced in my report, and I therefore do not yet have confidence that the proposed structure would provide the support I need while this process is ongoing. In addition, I still have no clear understanding of how support will function during my shifts (12:30–21:00 Monday/Thursday/Friday and 09:30–18:00 Saturday/Sunday), which has been a significant factor in my work-related stress.

For these reasons, I do not feel it is yet appropriate or safe for me to return to work today. This is not a refusal to return; I simply need suitable and clearly defined arrangements in place to protect my wellbeing and allow me to work safely, consistent with the Company's Dignity at Work policy and duty of care.

I would appreciate your guidance on revised arrangements and next steps.

Kind regards,
Daniel Jackson

GH-08.1

From: Daniel Jackson <[xxxxxxxxxxxx](#)>
Sent: Thursday, November 13, 2025 3:50 pm
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: Re: URGENT - Grievance acknowledgement and return to work [617692612](#)

Hi Keith,

Following my earlier email – which I hope helps to highlight issues that affect not just me but many colleagues – I want to reiterate that I am keen to act proactively and work towards a sustainable way forward.

GH-08.2

My goal has always been to be an agent who can genuinely help customers, and with that in mind, I would like to revisit the point I raised in my initial email to HR. I would be very interested in exploring whether there may be an opportunity to work from home in a Tech Support role?

I also need to mention that I am becoming increasingly concerned about the financial impact of any further delay in the process of returning to work. I would appreciate any guidance you can provide on how this will be managed while the necessary arrangements are being considered.

Thank you for your continued assistance,

Daniel

GH-09

From: Daniel Jackson <xxxxxxxxxxxx>

Sent: Friday, November 14, 2025 3:38 pm

To: Employee Relations Ireland <emprelations.ireland@infosys.com>

Subject: Re: URGENT - Grievance acknowledgement and return to work 617692612

Hi Keith and Deirdre,

As I haven't received a reply to yesterday's emails, I want to clarify my position ahead of the weekend.

I am ready to return to work. If there is a team leader who isn't mentioned in my report and whom I can report to directly over the weekend, I would be able to resume my shifts. At present, the interim arrangement proposed isn't suitable for the reasons I outlined. While I understand no conclusions will yet have been reached from my report, I do hope that any interim arrangements will avoid exposing me again to the same difficulties I have described and will allow me to reasonably manage my work while the review is ongoing.

My main concern is financial, as I am currently unable to work solely because a suitable reporting structure has not yet been finalised.

I really hope to receive a reply before close of business today, as it would feel unfair to be left without information over the weekend given the financial impact on me.

Thank you,

Daniel

GH-10.1

From: Daniel Jackson <xxxxxxxxxxxx>

Sent: Tuesday, November 18, 2025 4:05 pm

To: Hr.query.ire <hr.query.ire@infosys.com>

Subject: Employee Handbook 617692612

Dear HR,

Could you please send me the current Ireland Employee Handbook and any supplementary policies that apply to my role?

Thank you,

Daniel
617692612

From: Daniel Jackson <xxxxxxxxxx>
Sent: Thursday, November 20, 2025 10:28 am
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: Re: URGENT - Grievance acknowledgement and return to work 617692612

Hi Keith and Deirdre,

It is now Thursday morning, and I am very concerned that I have not received a reply to the email I sent last Friday afternoon (14th Nov), nor have I had any communication from the company since then.

To clarify the timeline and my position for the record:

- Thursday 13th Nov - I informed you clearly of my willingness to return to work and asked for a suitable reporting structure.
- Friday 14th Nov - I sent a follow-up email at 15:30 reiterating that I was ready to log on, provided a safe reporting line was confirmed (as the proposed interim manager is named in my grievance). I requested a reply by close of business.
- Saturday 15th - Monday 17th - Because I received no response or instruction regarding a safe line management structure, I was unable to log in. I remained available to work throughout this period but could not do so safely without the guidance I requested.
- Tuesday 18th - Wednesday 19th - These were my scheduled days off.

I am now due to start my working week again today, Thursday.

Please urgently clarify the situation regarding my pay for the shifts missed. As I was available to work and the absence was solely due to the company's failure to provide a safe interim working environment or respond to my urgent query, I expect these days to be paid in full. To treat this as unpaid leave would constitute a penalisation for raising a grievance.

I am ready to log on for my shift today. Please confirm who I should report to, so that I can resume my duties without being exposed to the individuals named in my dignity at work complaint.

Regarding the reporting line: I want to reiterate my suggestion of a transfer to the Tech Support department (as raised in my emails of 30 Oct and 13 Nov). While I understand this would require a period of training, it would remove the conflict regarding the current management structure and provide a constructive way forward.

Thank you,
Daniel

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Friday, November 21, 2025 3:37 pm
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: RETURN TO WORK - Logged in awaiting safe instruction

Hi Keith and Deirdre,

As I have received no response to my urgent emails since Wednesday last week, I sought advice regarding my position. Following this, I have logged into the work systems this afternoon.

I hope this leaves no doubt that I am ready and willing to work. I am at my desk and have been logged in since 12:30.

I currently have my status set to "Meeting".

I am forced to use this status code because I am awaiting your urgent instruction regarding my reporting line. I cannot safely switch to "Ready" and take calls until I have a confirmed, safe manager.

Having to navigate my own safety protocols because HR has failed to communicate with me is deeply distressing. Behind this almost exclusively one-sided paper trail are countless hours of me waiting for a response. I am an employee who, after months of repeatedly asking for help and being ignored, originally came to HR not with a grievance, but with constructive solutions (such as a move to Tech Support) to manage the strain. My suggestions remain unacknowledged.

Since my absence due to work-related stress began, I have emailed HR/ER 10 times and have received only 2 responses. It is profoundly disheartening that I have been met with a level of silence and neglect from Employee Relations that would be considered gross misconduct if displayed by an agent on the phones.

Regarding the proposed reporting line:

As previously stated, the interim arrangement you proposed (reporting to Shannon Williamson) is not safe. I have written records from September 6th where I explicitly raised my work-related stress and support failures with Shannon directly. She assured me she would "flag this ASAP," yet the situation deteriorated further. As she was already part of the chain of failure regarding my wellbeing, she is not a suitable interim manager.

Regarding Colm Ryan:

Although I have never spoken to him, I am aware he is active within the same team structure regarding which I have raised concerns. I note your statement that he is not aware of the details of my grievance, but given his proximity to the individuals involved, I would like clarification on how this separation is being assured.

Specifically, I need confirmation that there is a clear boundary preventing my workflow or status from being discussed with the named individuals. Subject to this assurance, I am willing to report to him on a strictly interim basis to facilitate my return to work today.

I am sitting at my desk, logged in, and fully available to work. Please confirm if I should reach out to Colm so I can switch my status to "Ready."

Thank you,

Daniel

From: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Sent: Friday, November 21, 2025 4:52 pm
To: Daniel Jackson <xxxxxxxxxxxx>
Cc: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: RE: URGENT - Grievance acknowledgement and return to work 617692612

Hi Daniel,

Thank you for your emails and for sharing the additional documentation. I acknowledge receipt of both files and appreciate the time and effort you have taken to provide such a comprehensive account of your concerns.

Please allow me to reassure you that your wellbeing, and that of all our employees, remains our priority. Any interim measures we implement are intended solely to support that objective.

I would like to address your specific points individually:

- Thank you for confirming that you are available and willing to resume work; this is greatly appreciated.
- In light of your revelation that Shannon Williamson is a respondent, as a temporary measure, you should not have any direct contact with Shannon during this period. Please direct any work-related matters to Colm Ryan instead.
- We fully respect your suggestion to transition to Tech Support with remote working. However, this would require training for that line of business, and unfortunately, there are currently no remote vacancies or training sessions are available for this area.
- We acknowledge that you were ready and able to work. As a goodwill gesture, your schedule will be updated to reflect paid leave from Thursday, 6th November, through to this Sunday, 23rd November and representing 13 working days. You will receive payment for this period in line with our next normal payroll cycle.

Please note that this interim arrangement is intended to be reasonable steps by the Company to ensure your dignity at work.

We continue to treat your concerns with the seriousness they deserve. Accordingly, you will be invited to an investigation meeting to review your concerns, with full procedural support under our Company policies.

Thank you again for bringing this matter to our attention in such a clear and constructive manner.

Regards,
Keith Connolly
Senior Lead, Employee Relations

GH-14.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Monday, November 24, 2025 8:13:54 AM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Grievance Process and Interim Arrangements

Hi Keith,

GH-14.2

Thank you for your detailed email on Friday and for the steps the Company has taken so far. I appreciate the clarity, the interim arrangements, and the goodwill gesture regarding pay. It has made a meaningful difference, and I am grateful.

I am logging in as normal today and will contact Colm at the start of my shift, in line with your instructions. My intention is to return to work smoothly and constructively. While I understand that Colm will not be aware of the details of my grievance, I trust that directing any escalations or support queries to him will be an appropriate temporary measure, and that if anything arises that causes concern, I can contact Employee Relations for guidance.

I would be grateful if you could clarify Colm's working schedule, as I imagine it does not mirror my own (Monday, Thursday and Friday 12:30 to 21:00, and Saturday and Sunday 09:00 to 17:30). If indeed our schedules do not fully align, I would appreciate confirmation of the reporting arrangements that will apply during the periods where our shifts differ. Having clarity on this will help me manage my work sensibly and avoid any repeat of the issues described in my report.

I also wanted to ask about the next steps in terms of timeline. You mentioned that I will be invited to an investigation meeting, and I would appreciate an indication of what that meeting will involve and when I might expect it to take place.

Separately, I emailed HR last Tuesday requesting a copy of the employee handbook. I have not yet received a response within the stated 72-hour timeframe, so I would be grateful if you could provide this along with the Company's Disciplinary and Grievance Policy and any other relevant documents.

Finally, although I understand there are currently no remote Tech Support vacancies, I would appreciate it if my interest could be kept on record should any opportunities arise in future.

Please let me know if there is anything further required from me as I resume work today.

Thank you again for your support.

Daniel
EIN: [617692612](#)

GH-15.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Monday, November 24, 2025 6:18:21 PM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Hi Keith,

I just wanted to make you aware that Colm has finished for the day. As I am on shift until 21:00, this leaves me without the support structure you outlined in your interim arrangement.

Given the nature of my grievance and the commitments made regarding safe support, I want to be sure I am following the correct process. Could you please advise whether I should continue with calls this evening without a team leader available, or whether I should

GH-15.2

pause work until appropriate support is in place?

Thank you,
Daniel

GH-16.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Thursday, November 27, 2025 3:28 pm
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Hi Keith and Deirdre,

I wanted to follow up as I have not yet received a response to the emails I sent on Monday, including the one I sent at 6pm when I went into meeting code due to a lack of guidance.

I feel it is important to clarify what has happened over the last few days, as the working arrangement remains unclear and this has led to further difficulties.

1. Monday's support gap

Due to technical issues at the start of my shift on Monday, I was unable to take calls immediately. Once those were resolved, I was still without any guidance because I had not heard back from Colm since the previous Thursday. I began drafting an email to Employee Relations to ask how to proceed, but I stopped when Colm finally contacted me around 15:30.

2. No response from Employee Relations

I emailed Employee Relations before my shift on Monday morning, and again at 18:00 when I went into meeting code because I did not have any safe or appropriate avenue for support at that time. I still have not had any reply.

3. Missing documentation

Last Tuesday I requested the employee handbook and relevant policy documents from HR, and on Monday I asked again through Employee Relations. I still do not have these documents. Having them is important in understanding my rights and responsibilities during this interim period.

4. Confusion during today's call with Colm

My conversation with Colm this afternoon became highly confused. He appeared to believe I was avoiding calls, when in fact I had been emailing Employee Relations for direction and was following the instructions given to me about who I may and may not contact. This was an uncomfortable situation and is exactly the kind of scenario I am trying to avoid during the review period.

5. Team leaders referenced in my grievance

As many team leaders are named in my grievance, it is essential I have clear, written confirmation about who I may safely contact and whether the Billing Support chat is appropriate to use.

To avoid any further misunderstandings and to ensure I can work safely and consistently, could you please confirm in writing:

1. Whether I am permitted to use the Billing Support chat.

GH-16.2

2. Which team leaders I am allowed to contact for support when Colm is not working.
3. When I can expect the employee handbook and the other policy documents I requested.
4. What the next steps and approximate timeline are for the investigation meeting.

I remain committed to working and doing so in a safe and properly supported way. Clear written guidance on these points will prevent further confusion and allow me to manage my duties appropriately.

Thank you,
Daniel

GH-17

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: 28 November 2025 16:18
To: David Sheridan <david.sheridan@infosys.com>
Subject: Support Arrangements for This Weekend

Hi David,

I hope you don't mind my contacting you directly. Anthony Kielthy has suggested that I reach out to you regarding my current working arrangements.

As you may be aware, I am currently in a grievance process, and I have been seeking guidance from Employee Relations on a few practical points relating to my working arrangements. I have emailed Employee Relations three times since Monday but have not yet received a reply.

I am therefore getting in touch as I am currently unsure what my support arrangements will be over the weekend. My shifts are 09:00 to 17:30 on both Saturday and Sunday. I understand that Anthony and Colm may be working at some point on Saturday, but I am not sure when their hours overlap with mine, and I believe both are off on Sunday.

My grievance directly concerns the Billing Support Group Chat, and it is specifically guidance on the appropriate and safe use of this support structure that I have been waiting for from Keith. Without clarity on how I should access support, especially during weekend shifts, I am uncertain how to proceed.

Any clarification you can provide before the weekend would be greatly appreciated.

Thank you,
Daniel
EIN 617692612

GH-18.1

From: David Sheridan <david.sheridan@infosys.com>
Sent: Friday, November 28, 2025 4:39:48 PM
To: Daniel Jackson <xxxxxxxxxxxx>
Subject: RE: Support Arrangements for This Weekend

Hi Daniel ,

Thanks for reaching out.

GH-18.2

In regards your support over the weekend , Colm is working on Saturday / Sunday Jessica O Driscoll is there for support until 4.30pm.

On both days Keelyn Ryan will also be available for support until 8pm.

Dave

GH-19

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Friday, November 28, 2025 5:36 pm
To: David Sheridan <david.sheridan@infosys.com>
Subject: Re: Support Arrangements for This Weekend

Hi Dave,

Thank you very much for your reply and for clarifying who will be available this weekend.

I do need to raise two brief points while I await a response from Employee Relations. As noted, I have emailed ER three times since Monday, but I have not yet received any reply. I appreciate this is not your responsibility; however, the continued silence is causing real uncertainty, and I am left without a clear line of communication while trying to work within ER's interim arrangements.

I still have no guidance on the timescale for the grievance process or the expected timing of the investigation meeting. I also requested the employee handbook and relevant policy documents from both HR and Employee Relations last week, but these have not been provided.

I fully understand this may fall outside your remit, but given that all support structures at the weekend, apart from Colm, involve staff referenced in my grievance, I would be grateful for any assistance in helping me get a response from ER so I can proceed with clarity.

Thank you again for your help.

Daniel

GH-20.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Sunday, November 30, 2025 9:31:52 AM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Cc: david.sheridan@infosys.com <david.sheridan@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Dear Keith and Deirdre,

Cc: David Sheridan

I am writing to raise serious concerns about how my Dignity at Work grievance is being handled, and the impact this is now having on my ability to work safely. I am addressing this primarily to Employee Relations, but I am copying David as he has recently become involved in trying to support my working arrangements.

My understanding of the Company's Dignity at Work and grievance procedures is that, once a formal complaint is made, an initial meeting with the complainant should normally be held within a short, defined timeframe (typically one week), and that if this is not possible, the complainant should receive a written explanation and an updated timescale. That has not happened in my case. I submitted a detailed written complaint and supporting dossier, and by the time you authorised 13 days' paid leave from 6–23 November, more than twice that "initial meeting" window had already passed without any meeting or any written explanation for the delay.

Had that first meeting taken place when policy envisages, I believe the current situation could have been avoided. By the end of that 13-day period, we could reasonably have reached at least a provisional understanding of the issues and discussed meaningful, longer-term arrangements for my role and reporting line. Instead, I have been placed into an extended, improvised "interim arrangement" that is proving unworkable in practice and is now actively undermining my confidence in the process.

You have also been clear that the interim measures are not a finding against anyone. In your email you wrote that these measures "are not a presumption of wrongdoing by anyone" and are "purely temporary steps to ensure the dignity and comfort of everyone involved." While I am of the view that there has been wrongdoing, I fully accept that what I have reported must be investigated and that no conclusions can be drawn in advance. I have not refused to work with anyone on the basis that my allegations are already proven; where I have asked not to work with particular individuals, it has been either because the Company has instructed me not to, or because interim arrangements have clearly broken down and are now causing further harm.

In practice, however, the interim measures and the way they have been implemented have put me in an impossible position:

I was instructed that I should not have direct contact with individuals named in my complaint and that my work-related matters should instead be routed through an alternative reporting line. My understanding from your emails is that, as matters have evolved, I should now route all work-related matters through Colm and avoid direct contact with anyone referenced in my report.

From the outset I identified a fundamental problem: Colm's working hours do not align with mine. Once I saw his schedule, it became clear that we only share around eight hours of overlap per week. I raised this explicitly with Employee Relations at 09:00 on Monday, again at 18:00 the same day (when I went into "meeting" status because I had no safe support available), and again at 15:30 on Thursday, explaining that the interim plan could not operate in practice without exposing me to the very team leaders I have reported, or leaving me without any support at all.

In those emails I also asked clear, practical questions: who I may safely contact when Colm is not working; whether I am permitted to use the Billing Support chat; and when I would receive the employee handbook and relevant policies so I could understand my rights and responsibilities during this interim period. I still have not had a written response to those specific points.

Despite these warnings, I have been expected to implement an interim arrangement that simply does not work on the ground. That has directly contributed to the very difficult interaction I then had with Colm on Saturday.

On Thursday evening and Friday, I worked under the support of Anthony, who is not referenced in my grievance. I had no difficulty working with him; he was respectful, attentive and helpful. I hope this demonstrates that I am ready and willing to work, and that the core issue is not my willingness but the Company's failure to put a safe and coherent support structure in place.

On Saturday:

I started late due to oversleeping and accept that this was not ideal given my current situation. However, the difficulty I am raising here is not about the late start, but about what followed once I was logged in.

I had been told Colm would be working at some point that day, but I was not told when. He appears as permanently "offline" on Teams, and by midday I had not heard from him. In the absence of any alternative safe reporting line, and with no response from Employee Relations to my earlier emails, I made the decision to go into meeting code as a precaution. When Colm eventually contacted me at 14:05 asking whether I was in meeting code, I replied immediately, confirmed that I was, and stated that now he was available I would return to taking calls.

When we spoke later on WebEx, his tone from the outset was angry and accusatory. He stated in strong terms that my decision to use meeting code was unacceptable and framed it as call avoidance. I tried to explain that I had raised my concerns with Employee Relations in advance, that I had not received any guidance, and that I was trying to act consistently with the instructions you had given me about who I may and may not work with.

During this conversation, I mentioned that I had recorded our previous WebEx meeting. Colm became extremely upset about this and said he had not consented. Given the level of stress surrounding my situation, I wanted to be sure I had an accurate record of what was said so I could follow management guidance correctly. I therefore recorded the meeting in order to make precise notes afterwards. I now appreciate I should have asked for explicit consent, and I am sorry that I did not.

He also pressed me hard to disclose which team leaders were named in my grievance. I explained that, when he was appointed as my interim manager, I had been told he would not be aware of the details of my grievance, and that I did not think it appropriate to discuss the contents of my complaint with him. He was very unhappy with this. He then changed tack by naming specific individuals and asking whether they were included; under that pressure I confirmed that certain names he mentioned were referenced in my report. He then paused the meeting to "discuss" my working arrangements with others. When he returned, he said he had spoken to David and that, although the situation was not ideal and I would not have a clear line of reporting, the conclusion was that this was not a reason for me not to work.

Crucially, he then told me that the expectation was that I would take calls throughout my shift on Sunday and that if I did not, I would not be paid. Given the context – unresolved safety concerns, unanswered ER emails, and my attempts to follow your instructions – I experienced this as threatening and punitive. It felt as though I was being told that if I did not simply "get on with it" under an unsafe and ill-defined interim arrangement, my pay would be withheld.

He described this as a "documented conversation". On that basis, I asked him twice on Teams later that afternoon to share the documentation with me. Both requests were

ignored. For a conversation he has chosen to formally document – in a context where I am in a Dignity at Work process – I find it extremely concerning that I am being refused access to the record.

I want to be clear that I do not see Colm as the root cause of these problems. I accept that he may believe he is acting in line with what the Company expects of him and that he has been seriously under-briefed about how to handle acting as an interim reporting manager for someone who has raised a Dignity at Work grievance. However, that does not lessen the impact of his approach on me, especially where it conflicts with the assurances given by Employee Relations that my wellbeing is the priority and that any interim measures are intended solely to support that.

There is an additional impact that I am now struggling with: because the people I have reported all work together in the same office, and because Colm has had to “discuss” my working arrangements with others in order to make decisions, I have no confidence that information about who I cannot safely work with has not been shared informally. This creates a real fear of gossip and makes the idea of returning to shared group chats, for example, emotionally very difficult.

In light of all of the above, I am asking for the following:

1. Compliance with policy timeframes

Confirmation of when my grievance was formally accepted as a Dignity at Work complaint.

An explanation of why an initial meeting has not taken place within the usual one-week timeframe, and why no written explanation or revised timescale has been provided.

An urgent date for that first investigation / fact-finding meeting so that we can move away from open-ended “interim” measures.

2. A workable, safe interim arrangement

Confirmation in writing of who I may safely report to during each of my shifts, ensuring that these are managers not named in my complaint.

Clear confirmation that I will not be required to seek day-to-day support from anyone referenced in my grievance, and that I will not be put under pressure to disclose the contents of my complaint to managers who have close working relationships with those individuals.

Assurance that I will not be penalised or threatened with loss of pay for following ER’s instructions or for pausing work where no safe reporting line is available.

3. Clarification of Colm’s role and boundaries

In light of the events described, I no longer feel it is appropriate or safe for Colm to remain my interim reporting manager. This is not a finding of wrongdoing on his part, but a recognition that the trust required for a workable reporting relationship has now broken down, and that continuing in this arrangement is having a negative impact on my wellbeing and my ability to engage constructively with the grievance process.

Confirmation that Colm will be fully and appropriately briefed about the constraints of his role in this context, including the need to respect the confidentiality of the grievance and to

GH-20.5

avoid seeking details he has been told he will not receive.

Confirmation that any “documented conversations” relating to my Dignity at Work situation will be shared with me on request so that I can correct any misunderstandings and maintain my own record.

I remain willing and keen to work. What I am asking for is that my grievance is handled in line with Company policy and that the steps taken in the meantime genuinely reflect the assurances you have given about dignity, safety and the absence of any presumption of wrongdoing.

I would be grateful for a prompt written response, given that I am scheduled to work today and need clarity on how to proceed safely.

Thank you,

Daniel
EIN: [617692612](#)

GH-21

From: Daniel Jackson <[xxxxxxxxxxxx](#)>
Sent: Sunday, November 30, 2025 5:36:31 PM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Dear Keith and Deirdre,

I wanted to update you on my situation this afternoon.

I have continued to take calls today and have repeatedly sought guidance in writing on how to handle complex or high-risk cases under the current interim arrangements. I have not yet received any response or clarification on who I can safely use as a point of support.

I am now finding the situation so stressful that I do not feel it is safe or responsible for me to continue taking live calls without a functioning reporting line. I am very concerned about the risk of either misadvising customers or being held personally liable for decisions I have explicitly said I am not supported to make.

For that reason, I am coming off calls and going into meeting status for the remainder of my shift unless and until a safe support structure is put in place. I understand this may mean I am not paid for this time, particularly in light of Colm’s instruction that there was an expectation I would remain on calls all day, but I believe it would be more serious for both customers and the Company if I continued working in circumstances I have repeatedly stated are unsafe and unworkable.

I remain willing to cooperate fully with the Dignity at Work process and to attend any meetings needed to resolve these issues.

Thank you,

Daniel

GH-22

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Monday, December 1, 2025 12:43:40 PM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Dear Keith and Deirdre,

I am due to start my shift now and I have still not received any response to my emails since Monday 24 November, including those in which I explained that I had to move into meeting status because of the lack of a functioning reporting line.

In the absence of any written guidance on who I may safely use as a point of support under the current interim arrangements, I do not believe it is safe or responsible for me to take live calls. I am very concerned about the risk of either misadvising customers or being held personally liable for decisions I have explicitly said I am not supported to make.

I am therefore logging in as normal but will remain in meeting status for the time being, unless and until a safe support structure is put in place and confirmed to me in writing. This is particularly important given Colm's instruction on Saturday that there was an expectation I would remain on calls throughout my shift.

To be clear, I remain ready and willing to work; the barrier is the absence of a safe, workable interim arrangement in line with the Dignity at Work and grievance process you have outlined.

Given that I am on shift now, I would be grateful for an urgent written response.

Thank you,
Daniel

GH-23

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Monday, December 1, 2025 2:31:30 PM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Dear Keith and Deirdre,

Further to my email earlier this afternoon, I wanted to let you know that Colm has just messaged me on Teams to say that my remaining in Meeting "is not a valid reason to not be logged in taking calls" and that I am "able to take calls regardless of [him] being here or something like this being provided".

In light of my Dignity at Work grievance and the interim arrangements you have put in place, I am uncomfortable being told that these concerns do not constitute a valid reason not to take live calls. As set out in my earlier email, I am logged in, available and willing to work, but do not feel it is safe or responsible to take live calls until the interim arrangements have been confirmed in writing.

I would therefore be grateful for urgent written confirmation of those interim arrangements.

Thank you,
Daniel

From: Daniel Jackson <xxxxxxxxxx>
Sent: Thursday, December 4, 2025 12:07:41 PM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Dear Keith and Deirdre,

I will log in for my shift today at 12:30. However, due to the lack of response to my emails (24, 27 and 30 November and 1 December) and the breakdown of the interim safety arrangements, I am left with no option but to remain in "Meeting" status.

PROBLEMS

- Breach of grievance timeline: I raised my grievance on 5 November (one month ago). The Grievance Process – EMEA (Section 4.4) states that the process "will normally be completed within one week" or that, if this is not possible, a written explanation for the delay and proposed next steps must be provided. I have received neither.
- Failed interim arrangement (availability): You instructed me to route work-related matters through Colm Ryan. However, on 27 November Colm instructed me to contact other Team Leaders because his schedule does not align with mine. I cannot do this without contradicting your earlier safety directive regarding the respondents in my grievance, which has left me without a clear, workable reporting line.
- Unsafe reporting line (compliance and conduct): I do not feel able to rely on Colm as a safe reporting line. On 27 November he gave instructions regarding credits and complaint closures which I believe risk regulatory non-compliance. In the same context he stated that I would not be paid if I did not remain on calls, and he has refused to share the "documented conversation" he said he was writing up, despite my requests for a copy.

RESOLUTION

I am ready and eager to return to "Ready" status as soon as the following are confirmed:

- Investigation date: Confirmation of the date for the investigation / fact-finding meeting, or the written explanation for the delay required by Policy Section 4.4 together with a revised timescale.
- Safe interim workflow: Confirmation of a safe interim workflow. I am open to using the Group Billing Chat for work-related issues, provided there is assured senior support available to answer compliance-related queries. I would have a preference for reporting to Anthony, given the positive and supportive experience I have had working under him, but to demonstrate that this is not about me choosing who I will and will not work with, I am prepared to report to Colm on the understanding that it is made clear to him that I was not avoiding calls and that my use of Meeting status was based on the interim arrangements and safety concerns I had raised with Employee Relations.

Please respond urgently so that I can resume work safely and in line with company policy.
Thank you,
Daniel

GH-25

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Monday, December 8, 2025 12:28:35 PM
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Cc: david.sheridan@infosys.com <david.sheridan@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Dear Keith and Deirdre,
Cc: David

I am due to start my shift at 12:30 today. I have still not received any response to my emails of 24, 27 and 30 November, 1 December, or my message on 4 December setting out the problems with the grievance timeline and the interim arrangements.

As I explained, the current interim structure leaves me without a clear, safe reporting line for complex or high-risk cases, and I am very concerned about the risk of non-compliance and further stress if I take live calls without that support.

I will therefore log in as normal but remain in Meeting status until Employee Relations confirm a workable interim arrangement and investigation timescale in writing. I am not refusing to work – I am ready and willing to resume calls as soon as it is clear who I can safely escalate to and how I should proceed in line with the Grievance Policy EMEA and your previous assurances.

I would be grateful for an urgent written response today.

Thank you,

Daniel

GH-26

From: Employee Relations Ireland <emprelations.ireland@infosys.com>
Sent: Wednesday, December 10, 2025 6:08 pm
To: Daniel Jackson <xxxxxxxxxxxx>
Cc: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: RE: Grievance Process and Interim Arrangements

Hi Daniel,

Apologies for the delay replying. I came down with a flu and have been slightly out of action.

In light of your concerns with the temporary reporting arrangements, as an alternative you will be moved to Jessica O'Driscoll's team and report to Jessica. Jessica and team work a standard 8-hour rotation. I would also remind you that all normal call supports remain in place as usual including SME's, on the day cover, etc.

Regards,
Keith Connolly
Senior Lead, Employee Relations

GH-27

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: 12 December 2025 13:27
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Dear Keith,

Further to your email, I wanted to clarify my position.

Jessica is named in my grievance as part of the pattern of support issues I have raised. You have already confirmed that I should not report to Shannon for the same reason, as she is also in my grievance. On the same basis, I do not believe it is appropriate or workable for me to report directly to Jessica while those issues remain unresolved.

I logged in yesterday and completed the scheduled training, but I am currently unable to perform my normal duties under the present arrangements for the reasons set out in my grievance and subsequent emails (see below).

I raised my grievance well over a month ago and the issues in it are having a direct impact on my ability to work. I therefore need the initial grievance meeting you referred to, in line with company policy, to take place as soon as possible so that my concerns and a safe way forward can be discussed properly.

Thank you,
Daniel

GH-28

From: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Sent: Friday, December 12, 2025 5:40 pm
To: Daniel Jackson <xxxxxxxxxxxx>
Cc: Employee Relations Ireland <emprelations.Ireland@infosys.com>
Subject: RE: Grievance Process and Interim Arrangements

Hi Daniel,

In light of your further concerns with the temporary reporting arrangements, as an alternative you will be moved to Eamonn O'Shea's team and you will temporarily report to Eamonn. Again, can I remind you that all normal call supports also remain in place.

We will revert shortly on the investigation.

Regards,
Keith Connolly
Senior Lead, Employee Relations

GH-29.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Friday, December 19, 2025 2:54 pm
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>;
Hr.query.ire <hr.query.ire@infosys.com>
Subject: Re: Grievance Process and Interim Arrangements

Hi Keith,

GH-29.2

Hi HR Team,

Please find my Draft Formal Grievance Dossier shared here for review:

Grievance Dossier - Daniel Mark Jackson (Draft)

Thank you for your email last Friday proposing an alternative temporary reporting arrangement. I need to respond clearly on that point: Eamonn O'Shea is referenced within my grievance, and for that reason I do not consider it appropriate or safe for me to report to him on an interim basis. I'm concerned this proposal was made without a full view of the grievance content and evidence.

Over the past week I have not returned to normal duties. I recognise the seriousness of this and I want to be transparent: I have felt under significant pressure to finalise and submit the dossier before responding, because the interim reporting question directly affects whether I can return to work safely and sustainably. In the interim, I completed two 2-hour training sessions (last Friday and Monday), but otherwise I have been away from operational work.

I am now submitting this dossier so HR/ER can assess:

- the basis of my concerns,
- the evidence underpinning those concerns, and
- why certain interim reporting lines are not viable while the grievance is under investigation.

Requests / next steps

1. Please confirm receipt of the dossier as a draft submission (I may provide minor clarifications, but the substance is complete).
2. Please confirm who will be assigned as my temporary reporting manager who is not referenced in my grievance, and clarify how call support will operate under that arrangement in practice.
3. Please provide an update on the investigation timeline (appointed investigator and next milestones).

I remain willing to return to work under an interim arrangement that is demonstrably safe, neutral, and workable. My intention throughout is to resolve this constructively and continue employment without further deterioration in health or working environment.

Thank you,
Daniel

GH-30.1

From: Daniel Jackson <xxxxxxxxxxxx>

Sent: Monday, December 29, 2025 12:51:19 PM

To: Employee Relations Ireland <emprelations.Ireland@infosys.com>; Hr.query.ire <hr.query.ire@infosys.com>

Subject: Re: URGENT Grievance Process and Interim Arrangements

Hi Keith,
Hi HR Team,

I hope you all had a good Christmas.

I am following up as I have received no response to my email of 19 December (copied below). It is now 29 December.

For ease of reference, my Draft Formal Grievance Dossier is available here:
[Grievance Dossier - Daniel Mark Jackson \(Draft\)](#)

I am ready and willing to work. However, the dossier sets out clearly why I consider it unsafe and unsustainable to return to live operational work without the support of a manager I can reasonably trust to support me within a regulatory-compliant structure, including safe escalation routes for complex or high-risk cases. The evidence and issues in the dossier explain this position in detail.

For clarity, I first submitted a condensed grievance dossier on 13 November. While the dossier has since been expanded, it contains the same team leaders and managers as the initial submission. This has therefore been a known and consistent issue throughout.

I also wish to record that on 11 November I was advised that “we will revert to you shortly to confirm the next stages.” As of today, more than seven weeks have elapsed without confirmation of those next stages. In the context of a Dignity at Work grievance raised on the basis of work-related stress, I consider this delay to fall outside what would reasonably be regarded as timely or proportionate under the grievance process. Prolonged uncertainty of this nature has itself had an adverse impact and does not appear consistent with the stated intention of interim measures being protective and supportive. Had the process progressed within a reasonable timeframe, it is likely that more stable and constructive arrangements could already have been agreed.

Since raising these concerns, I have been assigned interim reporting managers on multiple occasions who are referenced in my grievance (Shannon Williamson, Jessica O’Driscoll, and most recently Eamonn O’Shea). On each occasion I raised the conflict-of-interest issue promptly and in writing. Employee Relations were also explicit that I should not have contact with individuals named in my grievance. Despite this, the proposal that I should temporarily report to Eamonn O’Shea has not been addressed at all since 19 December.

While I did receive some pay in the most recent payroll run, this does not resolve the underlying issue. Because interim arrangements have repeatedly required me to report to managers named in my grievance, and because there has been no response since I raised the issue regarding Eamonn O’Shea, I have been left unable to work under a safe and compliant structure. I have been clear throughout that I am ready to work under a suitable arrangement; the failure to put such an arrangement in place is not of my making.

Accordingly, I require urgent written confirmation of the following:

- 1 Receipt and status of the dossier, including confirmation that it is accepted as my draft submission, and who has been appointed to investigate.
- 2 A safe interim reporting arrangement that does not require me to report to, or rely on, any individual referenced in my grievance, including:
 - the name of my temporary reporting manager; and
 - how regulatory and compliance-sensitive support will operate in practice (clear escalation routes, on-day cover, and how “normal call supports” are intended to function safely given the issues raised).
- 3 Pay treatment, including explicit confirmation that:
 - I will be paid for the shifts that were not paid in my last payroll run; and
 - I will be paid for my scheduled shifts in the upcoming payroll run while these interim issues remain unresolved.

If I am not paid for these periods, in circumstances where Employee Relations have

GH-30.3

instructed that I should not have contact with managers named in my grievance and have not provided an alternative safe arrangement despite repeated warnings, I would consider this to amount to penalisation for having raised a grievance.

I remain committed to resolving this constructively and to returning to work. The barrier is not willingness; it is the continued absence of a safe, neutral and workable interim structure, despite the concerns and evidence already provided.

Thank you,
Daniel

GH-31

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Monday, December 29, 2025 5:04:24 PM
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>; Hr.query.ire <hr.query.ire@infosys.com>
Subject: Re: URGENT Grievance Process and Interim Arrangements

Hi Keith,
Hi HR Team,

Further to my email earlier today, I am writing to prioritise the pay point, given the proximity to year end.

Given the immediate impact on my ability to meet rent and living costs, I require written confirmation by tomorrow, 30 December, of the following:

- whether I will be paid for the shifts that were not paid in my most recent payroll run; and
- whether I will be paid for my scheduled shifts in the upcoming payroll run while interim arrangements remain unresolved.

As set out previously, I am ready and willing to work under a suitable, safe and compliant arrangement. The current pay uncertainty arises from unresolved interim arrangements and the lack of response to the issues I raised, rather than from any unwillingness on my part.

If I do not receive confirmation by tomorrow, I will contact HR directly to seek clarification.

Thank you,
Daniel
EIN: 617692612

GH-32.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Monday, January 5, 2026 10:33 am
To: Employee Relations Ireland <emprelations.Ireland@infosys.com>; Hr.query.ire <hr.query.ire@infosys.com>
Subject: Re: URGENT Grievance Process and Interim Arrangements

Hi Keith,
Hi HR Team,

I wanted to make you aware that I have commenced training today for the move to Mobile Billing, as advised.

GH-32.2

For clarity, I have been assigned to report to Jessica O'Driscoll as my team leader, and the training is being delivered by Julie O'Hara, who is referenced in Section 3 of my grievance dossier.

I am engaging fully with the training. However, given that both individuals are named in my grievance, I am concerned that this arrangement has been implemented without reference to the safeguards and interim measures previously discussed.

I would be grateful for urgent clarification in writing on:

- whether this reporting and training arrangement is intended to apply notwithstanding the ongoing grievance, and
- what safeguards are in place to ensure the grievance process remains independent, fair, and unaffected by the operational move.

I want to be clear that I am not refusing training or redeployment. I am seeking confirmation that my participation does not prejudice the grievance process or place me in a conflicted reporting relationship while the investigation remains outstanding.

Thank you,
Daniel
EIN: 617692612

GH-33.1

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Friday, January 9, 2026 10:57 am
To: hear@infosys.com <hear@infosys.com>
Cc: Employee Relations Ireland <emprelations.ireland@infosys.com>; Hr.query.ire <hr.query.ire@infosys.com>
Subject: Request for urgent support – unresolved and uninvestigated grievance

Hi HEAR / Resolution Hub Team,

My name is Daniel Jackson (EIN: **617692612**). I work with BT/EE on a work-from-home basis in Ireland and have done so for approximately one year. At the end of October 2025, I first contacted HR regarding serious difficulties I was experiencing in my role and possible ways to address them.

After an initial lack of response, I raised a formal Dignity at Work grievance concerning systemic patterns of Ofcom regulatory non-compliance in the handling of vulnerable customers, and the resulting risk exposure for both the organisation and its agents. More than two months later, the grievance has been little more than acknowledged.

Those issues remain uninvestigated. Since raising them, I have been detrimentally affected through incomplete pay, prolonged uncertainty, and the absence of clear support structures. Despite repeated requests to HR and Employee Relations for clarity on pay and interim arrangements, I have largely been met with silence.

What I Am Asking HEAR to Help With

1. Urgent clarity and reassurance regarding my pay

My pay has been incomplete, and this is now directly impacting my ability to meet essential living costs, including rent.

2. A genuinely safe interim reporting arrangement

The continued lack of clarity and support has left me isolated and unsupported, requiring me to make high-stakes judgments on my own about whether the instructions I am being

given are safe, reasonable, and compliant – in circumstances where it should be the Company's responsibility to provide clear, lawful, and reasonable direction. Without a neutral escalation route, I am left exposed if I conclude something is unsafe and act accordingly.

3. Clear ownership and progression of my grievance

I first raised these issues with HR at the end of October 2025 and submitted a condensed grievance dossier on 13 November. While this was later expanded, the substance of the concerns and the individuals referenced have remained consistent throughout.

Since then, progress has been extremely limited. There have been repeated periods of silence, often lasting more than a week at a time, with no clear communication regarding next steps, ownership, or timescales.

Most concerningly, I have received no contact from HR or Employee Relations since 19 December, when I submitted my expanded dossier. The last substantive response I received was on 10 December, when I was advised that there had been a delay because the ER contact had "come down with a flu and have been slightly out of action." Since then, despite the seriousness of the issues raised and the ongoing impact on my ability to work and be paid, there has been no follow-up, no named investigator, and no indication of when the investigation will formally begin.

Training, Reporting Lines, and Conflict with the Ongoing Grievance

I have now commenced training for Mobile Billing as part of a wider operational change affecting a number of Home Billing work-from-home agents, rather than as a consequence of my grievance.

While the individuals involved have been personally professional during training, both my trainer (Julie O'Hara) and assigned team leader (Jessica O'Driscoll) are named in my grievance in relation to the compliance issues described above.

Being required to report to, or rely on, individuals referenced in an active grievance creates a situation that is psychologically unsafe and procedurally inappropriate. It leaves me without a neutral route to raise concerns if similar issues arise and recreates the same conditions that led me to raise the grievance in the first place.

Immediate Concern

This concern is particularly acute as I am currently scheduled to take live Home Billing calls at the weekend under this reporting structure, which I do not consider sufficiently supported or investigated to be safe.

Closing

The details of the grievance itself are beyond the scope of this email. I am choosing to stop here because I understand that HEAR provides an acknowledgement and response within 24 hours, and after weeks of silence through other channels, the prospect of timely engagement – rather than further non-response – would be an enormous relief.

For full context and documentation, my grievance dossier (including supporting evidence) can be accessed here: [DanielJackson-GrievanceDossier.pdf](#)

Thank you for taking the time to read this. I am trying to engage constructively and responsibly, but the prolonged uncertainty and financial pressure are becoming extremely difficult to cope with.

Thank you,
Daniel

GH-34

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Tuesday, January 13, 2026 12:49 pm
To: Employee Relations Ireland <emprelations.ireland@infosys.com>
Subject: Re: Request for urgent support – unresolved and uninvestigated grievance

Hi Keith,

I'm just following up on the email below, which I sent on Friday at around 11am and copied you into.

I haven't received any acknowledgement or response from HEAR, and I wanted to ask whether you're able to provide an update or advise on next steps.

Given the ongoing impact of the issues raised, I'd be grateful for a response today.

Thank you,
Daniel

GH-35

From: Daniel Jackson <xxxxxxxxxxxx>
Sent: Tuesday, January 13, 2026 2:49 pm
To: hear@infosys.com <hear@infosys.com>
Subject: Re: Request for urgent support – unresolved and uninvestigated grievance

Hi HEAR / Resolution Hub Team,

I'm writing to follow up on the email below, which I sent on Friday at approximately 11am.

I haven't received an acknowledgement or response. Given the issues raised and the impact they are having, I would be grateful if you could confirm receipt and advise when I can expect a substantive response.

Thank you for your time and attention,
Daniel

GH-36.1

From: Daniel Jackson <x101@live.co.uk>
Sent: Monday, January 26, 2026 8:24 am
To: Employee Relations Ireland <emprelations.ireland@infosys.com>; Hr.query.ire <hr.query.ire@infosys.com>
Subject: Re: Request for urgent support – unresolved and uninvestigated grievance

Dear ER/HR Team,

I am writing to confirm that I explicitly authorise my Team Leader, Jessica O'Driscoll, to engage with ER/HR on a limited and strictly procedural basis in relation to my situation.

This authorisation is limited to:

- clarification and resolution of outstanding pay issues;
- confirmation of operational readiness and safe reporting arrangements for live work; and

GH-36.2

- procedural confirmation regarding grievance status, ownership, and timelines.

This authorisation does not extend to discussion of the substantive merits, evidence, or assessment of my grievance.

I am providing this confirmation to ensure transparency and to avoid further delay or ambiguity around appropriate line-management engagement.

Thank you,
Daniel