

Be Confident Group
Complaints
Procedure – May
2026

Be Confident Group (BCG) strives to provide a high-quality service to all our customers and trainees. We value all forms of feedback - compliments, comments, suggestions, and complaints - as these all help us to improve the services we provide.

Measures we have in place to keep our trainees safe and to maintain high standards:

1. Risk Management

Be Confident Group's system of risk management involves a risk assessment for every course and cycling activity. This process is overseen by the Managing Director. All instructors receive training in risk assessments and Health and Safety at induction as well as ongoing training. Instructors are trained in first aid and all instructors are briefed in how to handle accidents and incidents that arise.

2. Code of Practice

Be Confident Group issues instructors with documents outlining the standards which are expected of them when delivering our services. After each course, instructors provide feedback to us which helps to identify shortfalls and development needs. Our IQA Team regularly observe instructors during training to check that Bikeability standards and our professional expectations are both understood and are being met.

3. Continual Professional Development

We regularly review and reissue updated procedures and we offer professional development sessions to help our instructors improve and to ensure they work to a consistent standard.

Steps taken following the report of a complaint are:

1. Instructors, if notified, will try to resolve the issue immediately.
2. We contact complainants in a timely manner, in the first instance to clarify the nature of their complaint.
3. We investigate how the situation arose and if it could have been avoided.
4. If applicable we may recommend professional development for instructors or we may invoke our disciplinary procedure against staff or instructors.
5. We respond to the complainant with our findings and any improvements identified.
6. We log all complaints and keep a record of action taken.
7. We review complaints, as well as accidents and other incidents, to see if we can learn anything else from them and will change our practices accordingly.

All complaints are dealt with by the Group Head of Operations or Managing Director of Be Confident Group.

Should your dispute or difference not be resolved to your satisfaction it shall be referred to an agreed arbitrator to resolve the issue or if your complaint is in relation to **1st4Sport Level 2 Award in Instructing Cycle Training** you can raise this with 1st4Sport.

Equality and Diversity Policy

Overview

Equality, Diversity and Inclusiveness: our vision and strategy

Our policy covers both companies within the Be Confident Group structure, including Cycle Confident Ltd and Bike Right Ltd.

Our Vision

Be Confident Group aims to create a varied workforce that reflects the diversity of an area which allows easy integration of staff into those areas in which they are working.

Embedding a sustainable, inclusive culture in the way we operate will enable our people to achieve their potential and make a difference, wherever they come from and whatever their characteristics.

A sustainable, inclusive culture will better enable the Be Confident Group to deliver high quality service to our clients, create competitive advantage and drive market leadership.

Organisations have different ways of defining equality, diversity and inclusiveness, and different names for it. Our definition is:

Equality and diversity is the mix of our people including differences in gender, ethnicity, national cultures, sub-cultures within countries, sexual orientation, disability, generation all working together in a non discriminatory environment. Inclusiveness is how we make the mix work. It is about creating an environment where all people feel valued, are part of the community and are able to perform at their best and achieve their potential.

Our strategy

Attract

Source skills and experience from the widest pool.

Develop and retain

Engage, develop, and retain our people by 'levelling the playing field' so that they:

- Feel respected and included,
- Genuinely believe that development opportunity and career advancement are based on merit,
- Receive equitable opportunities to develop and advance via processes and programmes that are free from unconscious bias,
- Connect to the industry.

Leverage E,D&I activity to enhance business relationships by:

- Harnessing the power of our networks to connect to clients and targets
- Enhancing the Be Confident Group brand internally and externally
- Educate the business
- Educate our people to articulate the business case and Bike Right / Cycle Confidents approach to Equality, Diversity, and inclusiveness to internal and external audiences.

Be Confident Group Ltd Equality Policy

Be Confident Group Ltd is committed to provide equal opportunities in employment. This means that all job applicants and employees will receive equal treatment regardless of gender, sexual orientation, marital status, race, colour, nationality, religion, ethnic or national origins, age, or disability.

This policy covers all aspects of employment, from vacancy advertising, selection recruitment and training, to conditions of service and reasons for termination of employment.

Be Confident Group's long-term aim is that the composition of our workforce should reflect that of the community it serves.

Be Confident Group's EOP, and the measures to implement it, have been devised based on advice from the relevant bodies as well as in consultation with staff, instructors and trainers.

The co-operation of all staff, instructors and trainers is essential for the success of this policy. However, ultimate responsibility for achieving the policy's objectives and for ensuring compliance with the relevant Acts of Parliament as well as the various Codes of Practice, lies with Be Confident Group.

Behavior or actions against the spirit and/or the letter of the laws on which this policy is based will be considered serious disciplinary matters and could lead to dismissal.

Legislation

It is unlawful to discriminate against individuals, either directly or indirectly, on the grounds of protected characteristics. These include age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The Equality Act 2010 consolidates and replaces previous legislation, including the Race Relations Act 1976, the Sex Discrimination Act 1975, the

Disability Discrimination Act 1995, and the Employment Equality (Age) Regulations 2006. This policy is intended to comply with the Equality Act 2010 and any subsequent amendments or related legislation introduced from time to time.

Relevant Codes of Practice and guidance issued by the Equality and Human Rights Commission (EHRC) have been taken into account in the development of this policy and will continue to inform its implementation and review.

Forms of Discrimination

The following are the kinds of discrimination that are against Be Confident Group policy:

- Direct discrimination, where a person is less favourably treated because of gender, sexual orientation, race or disability.
- Indirect discrimination, where a requirement or condition which cannot be justified is applied equally to all groups but has a disproportionately adverse effect on one particular group.
- Victimisation, where someone is treated less favourably than others because he or she has taken action against the Employer under one of the relevant Acts, or he/she has made a complaint of discrimination on the basis of Sexual Orientation.

Vacancy advertising

Wherever possible, all vacancies will be advertised simultaneously, internally and externally. Be Confident Group will actively engage with local employment agencies and local unemployment programmes so that, as vacancies arise local people are made aware of these opportunities.

Be Confident Group will take steps to ensure that applications are attracted from both sexes and all races and from disabled people.

All job advertisements, wherever placed, will include the following statement: "Be Confident Group welcomes applications from all sections of the community irrespective of race, gender, sexual orientation or disability" or words to that effect.

Selection and recruitment

Selection criteria (job description and employee specification) will be kept under constant review to ensure that they are justifiable on non-discriminatory grounds as being essential for the effective performance of the job.

Wherever possible, more than one person must be involved in the selection interview and recruitment process. Where appropriate, staff responsible for

recruitment will receive training in equal opportunities, and guidance will be available to all staff.

Reasons for selection and rejection of applicants for vacancies must be recorded.

Positive Action

Although it is unlawful, and against Be Confident Group policy, to positively discriminate in favour of certain groups on the grounds of their age, race or sex, positive action to enable greater representation of under-represented groups is permitted by law and encouraged by Be Confident Group. However, actual recruitment to all jobs will be strictly on merit.

Wherever necessary, use will be made of lawful exemptions to recruit suitably qualified people to cater for the special needs of particular groups.

Wherever possible, efforts will be made to identify and remove unnecessary/unjustifiable barriers and provide appropriate facilities and conditions of service to meet the special needs of disadvantaged and/or under-represented groups.

Promotion

Promotion within Be Confident Group is based solely on merit, and without regard to age, race, sex or disability.

Monitoring and Review

This policy will be monitored by Be Confident Group to judge its effectiveness. In particular, Be Confident Group will monitor the age, ethnic and sexual composition of its staff, and of applicants for jobs and the number of disabled people within these groups, and will review its equal opportunities policy in accordance with the results shown by the monitoring. If changes are required, Be Confident Group will implement them.

Disciplinary and Grievance Procedures

Be Confident Group will treat seriously and take appropriate action when any of the staff, instructors or trainers has a grievance as a result of discrimination or harassment on age, sexual or racial grounds or on grounds or disability. This process is dealt with by the HR Manager, in line with the appropriate procedures.

Positive disclosure Policy

Be Confident Group aims to empower everyone to cycle confidently and safely. The role of cycle instructor is to deliver cycle training activities to adults and children, including those with additional needs. The role of mechanic is to carry out bike checks and make necessary adjustments in a range of settings, including public events, schools and businesses. These roles are exempt from The Rehabilitation of Offenders Act 1974 under the

ROA 1974 (Exceptions) Order 1975¹.

We recognise the contribution that ex-offenders can make as employees, suppliers and volunteers. A person's criminal record will not, in itself, debar that person from being invited to supply services to the Be Confident Group or be employed by the Be Confident Group. Suitable applicants will not be refused posts/roles because of offences which are not relevant to, and do not place them at or make them a risk in, the role for which they are applying.

The role of instructor and mechanic is lightly supervised and as such we emphasise the integrity of our suppliers to inform us of important information, whether relating to their personal circumstances or activities they undertake on our behalf.

All cases will be examined on an individual basis and will take the following into consideration:

1. Whether the conviction(s) is/are relevant to the role
2. The seriousness of any offence revealed
3. The age of the applicant at the time of the offence(s)
4. The length of time since the offence(s) occurred
5. Whether the applicant has a pattern of offending behaviour
6. The circumstances surrounding the offence(s) and the explanation(s) offered by the person concerned
7. Whether the applicant's circumstances have changed since the offending behaviour

It is important that (potential) suppliers understand that failure to disclose any disclosures or changes to their check could result in no longer being removed from Cycle Confident list of suppliers or disciplinary proceedings.

Access to Assessment Arrangements

Be Confident Group is committed to providing ongoing support to learners with particular requirements to prevent any discrimination. We provide accessible services to learners through reasonable adjustments to assessment and applying for special consideration where these are required, to empower learners completing each course to their full ability.

¹ 14. Any employment by a youth club, local authority or other body which is concerned with the promotion of leisure or recreational activities for persons under the age of 18, being employment which is of such a kind as to enable the holder to have access to such persons in the course of his normal duties.

<http://www.legislation.gov.uk/ukxi/1975/1023/schedule/1/made>

Access arrangements ensure that the conduct of reasonable adjustments and special considerations reduce substantial disadvantage caused due to a learner's disability or difficulty. In accordance with the Equality Act 2010, we have a commitment to provide access for learners with particular needs to prevent discrimination in the delivery of qualifications and the assessment of learners.

Reasonable Adjustments

Reasonable adjustments to assessment are adjustments made prior to the delivery of a qualification and are in place before a learner takes an assessment to enable a learner with particular needs to demonstrate their knowledge, skills and understanding to the levels of attainment required by the specification for that qualification.

It is the learner's responsibility to make the centre aware of any required reasonable adjustments to assessment. The centre will then apply for approval from the 1st4sport Qualifications Compliance and Risk Team.

Special Considerations

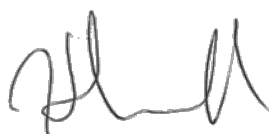
Special Considerations are an arrangement put in place at the time of an assessment to allow competence to be demonstrated by learners who have been disadvantaged due to a temporarily experienced illness, injury or an adverse effect outside of the learners control.

To ensure that we can assist learners in managing their individual situation and create an accessible learning and assessment environment for all we intend to:

- ensure this equality and diversity policy is understood and complied with by any personnel involved in assessment and also by learners.
- promote equality within of each learning programme and in the conduct of all qualification assessments.
- adhere to related procedures and regulations regarding reasonable adjustments and special consideration; requesting permission to grant these for each learner from 1st4sport Qualifications.
- ensure buildings and assessment sites used for delivery and assessment are accessible to all learners, as far as is practicable.
- ensure appropriate equipment/personnel (including technological equipment or any assistant personnel, i.e. reader, scribe, practical assistant, etc.) is available for selected adjustments to delivery and/or assessment.

- use assistive equipment and personnel within the reasonable adjustments framework, as outlined by 1st4sport Qualifications, without disadvantaging others who are not affected by particular requirements.

Policy signed:



David Showell
CEO Be Confident Group Limited

5th May 2026

Be Confident Group Ltd - General Health and Safety Policy

Our policy covers both companies within the Be Confident Group structure which consists of Bike Right! Ltd and Cycle Confident Ltd. It also covers the Recognised Delivery Centre (RDC).

This section details the arrangements for the effective management of health and safety.

This sets out our commitment to provide and maintain safe working conditions for our employees and others who may be affected by our activities.

We will ensure that the objectives of this statement are communicated to our employees, initially through our induction training. We will also monitor progress towards these objectives at senior management level and we will review them annually in consultation with our employees and other interested parties.

To meet the objectives of our health and safety policy we have established and implemented clear responsibilities for health and safety.

We are aware that senior managers within the company are individually and collectively responsible for health and safety. Therefore, specific responsibility for health and safety at Bike Right has been assigned to Wayne Curry, Bike Right's Training and Development Manager. Whereas at Cycle Confident, David Showell, Be Confident's Managing Director, is the person with overall responsibility for health and safety. However, we are aware that we can only meet our objectives through the efforts of all our employees; therefore, we have established clear lines of communication and encourage our employees to cooperate with us in achieving our objectives.

Signed:



David Showell

CEO – Be Confident Group

Date reviewed: 05/05/2026

1. General statement of health and safety policy

It is our policy to ensure, so far as is reasonably practicable, the safety of all employees and any other persons who may be directly affected by the activities of the Company.

The Be Confident Group (to include Bike Right and Cycle Confident) will, so far as is reasonably practicable:

- a.** Aim to achieve compliance with legal requirements through good occupational health and safety performance.
- b.** Provide adequate resources to implement this policy.
- c.** Establish and maintain a safe and healthy working environment.
- d.** Ensure that significant risks arising from work activities under our control are eliminated or adequately controlled.
- e.** Develop and implement appropriate occupational health and safety procedures, and safe working practices.
- f.** Include the management of health and safety as a specific responsibility of managers at all levels.
- g.** Ensure this policy is understood and implemented throughout the organisation.
- h.** Involve employees in health and safety decisions through consultation and co-operation.
- i.** Maintain workplaces under our control in a condition that is safe and without risk to health.
- j.** Regularly review compliance with the policy and the management system that support it.
- k.** Provide sufficient information, instruction, and supervision to enable all employees to avoid hazards and contribute to their own health and safety at work.

- l. Ensure that employees receive appropriate training and are competent to carry out their designated responsibilities.**

Signed:

A handwritten signature in black ink, appearing to be 'J. M.', written over a light gray dotted grid background.

Date: 05/05/26

2. Managing Director

The Managing Director has overall responsibility for the formulation and implementation of the company's health and safety policy, and in particular for:

- a. Ensuring that the necessary arrangements are in place for managing health and safety effectively, and that senior managers are accountable for health and safety.
- b. Considering health and safety during the planning and implementation of business strategy.
- c. Ensuring there are sufficient resources for meeting the objectives of the health and safety policy.
- d. Ensuring arrangements are in place for consultation with employees and that they are involved in decisions relating to health and safety, and that progress in relation to health and safety is communicated to them.
- e. Including health and safety on the agenda of Board meetings and senior executive meetings.
- f. Ensuring arrangements are in place to monitor and review health and safety performance across the company, including accidents and incidents; and ensuring that the necessary amendments are made to relevant policies, procedures, and processes.
- g. Reviewing the objectives of the health and safety policy on an annual basis.

Signed:



Review Date: 05/05/2026

3. Bike Right Training and Development Manager

The Bike Right Training and Development Manager is responsible for, in addition to any duties set out in this document or elsewhere, assisting in meeting the objectives of the health and safety policy, and in particular:

- a. Monitoring and reviewing the implementation of the health and safety policy.
- b. Ensuring that responsibilities for health and safety are clearly allocated, and that the correct level of competence and training is identified for each type of employee.
- c. Ensuring employees under their control comply with relevant health and safety legislation and follow approved procedures and systems of work.
- d. Ensuring that risk assessments are provided for all significant work activities and the results of these assessments are implemented and communicated to employees.
- e. Ensuring that the arrangements for fire, first aid, accidents and emergencies are implemented.
- f. Ensuring that the health and safety management system is implemented.
- g. Ensuring that relevant policies, procedures, and safe working practices are provided.
- h. Ensuring that appropriate procedures are in place for the purchase, maintenance, and use of work equipment, and that the health and safety aspects are fully assessed.
- i. Ensuring that contractors are competent for the work they carry out, to operate an effective permit to work system, and to monitor contractors' performance.
- j. Ensuring personal protective equipment is provided, worn, and maintained.
- k. Implementing the recommendations made by external auditors, enforcement officers and other relevant parties, within the timescales allocated.
- l. Ensuring that the arrangements for communication, cooperation and consultation are maintained.
- m. Investigating accidents and incidents and ensure that any improvements identified in relation to working practices are implemented, and informing senior management immediately of any significant failures.
- n. Monitoring health and safety standards on site at regular intervals and ensure

remedial action is implemented.

- o. Ensuring that employees receive adequate training, information, instruction, and supervision to discharge to their specific health and safety responsibilities.
- p. Promptly informing the Board and senior managers of any significant health and safety failure.
- q. Providing the Board with regular reports on health and safety performance, including recommendations for improvements.
- r. Ensuring that health and safety records and documentation are complete and are systematically stored.

Signed:



Review Date: 05/05/2026

4. Employees

It is the duty of all employees to take all reasonable care for the health and safety of themselves, and any other persons who may be affected by their acts or omissions at work. They must also co-operate with senior managers and other employees in fulfilling our objectives and statutory duties. In particular, they must:

- a. Comply with the training, information, and instruction they have been given.
- b. Not attempt to carry out hazardous work or use hazardous machinery unless they have been trained and authorised to do so.
- c. Carry out their work safely and without undue risk to themselves, colleagues and others who may be affected by their actions, and not intentionally interfere, misuse, or ignore arrangements, controls and items provide for health and safety purposes.
- d. Check tools and equipment before using them, and not to use equipment which they know to be faulty.
- e. Ensure that any damaged equipment is reported immediately to their manager/supervisor and removed from service until it is repaired.
- f. Not bring any equipment, tools, radios, etc. onto company premises without first obtaining permission from their supervisor/manager.
- g. Conduct themselves in a responsible manner while on company business, be alert for hazards and refrain from any form of horseplay.
- h. Comply with the arrangements for emergencies and fire as they have been instructed.
- i. Use the personal protective equipment, clothing or safeguards provided and ensure that personal protective equipment is stored correctly and kept in good condition.
- j. Co-operate with management, colleagues, safety representatives and advisors promoting safe working practices.
- k. Keep their work areas tidy and clear of hazards.

- l. Report accidents, incidents, and hazards they observe to their manager/supervisor.

Signed:



Review Date: 05/05/2026