

1.3 Query Resolution Procedure

Our query resolution procedure at Arup Dublin is designed to be responsive, transparent and clearly structured, ensuring that all client queries are addressed promptly and effectively, with defined ownership at every stage.

At site level, we promote a culture of open and regular communication between the onsite GEC team, Arup stakeholders and customers. This daily interaction enables most queries to be resolved immediately at the point of service, providing a fast and efficient response without unnecessary escalation. The onsite Manager acts as the primary point of contact and is empowered to manage and resolve all routine operational queries.

Day-to-day queries, including hospitality ordering, menu availability, allergen information, service standards, and general health and hygiene matters, will be handled directly by the onsite **Manager**. Wherever possible, solutions are implemented in real time, ensuring minimal disruption and maintaining a seamless customer experience. This hands-on approach ensures that issues are resolved by those closest to the operation, supporting both speed and accountability.

Where a query cannot be resolved at site level, it will be escalated to the Operations Manager. The Operations Manager will take ownership of the issue, working collaboratively with the onsite team and Arup representatives to agree a solution and ensure timely resolution.

This provides a clear second level of support while maintaining continuity of communication.

For more significant matters, such as major health and safety concerns, service failures, or one-off events requiring additional coordination, escalation to the **Operations Manager** will occur immediately, either via the onsite Manager or directly from the Arup team. The Operations Manager will assess the situation, implement corrective actions, and determine if further escalation is required.

Where appropriate, issues may be escalated to senior GEC leadership, including the **Operations Director** or **Managing Director**, depending on the complexity, risk or impact of the query. This ensures that any critical issues are managed with the appropriate level of oversight and expertise.

All queries will be acknowledged promptly and tracked through to closure, with clear ownership assigned at each stage. Our structured escalation pathway ensures that all matters are resolved within agreed timeframes, aligning with the requirement to respond to and close out client queries within one week.

In addition to reactive query management, we take a proactive approach through our regular governance structure. Monthly meetings between the onsite Manager, Operations Manager and Arup stakeholders will review any recurring issues, open actions and upcoming operational requirements. Topics such as equipment maintenance, staffing, health and safety and planned events will be discussed in advance to prevent issues arising and ensure continuous improvement.

This structured yet flexible approach ensures that Arup benefits from immediate onsite support, clear escalation routes, and ongoing proactive management, delivering a reliable, responsive and high-quality service throughout the contract term.

