



The escalation card

The first sixty seconds of any incident, on one page. Print it, or keep it as a screenshot on your phone.

SORT

1. **Level 1 — Annoyance.** Unhappy, nothing broken. Reply in an hour.
2. **Level 2 — Disruption.** Something paid for doesn't work. Reply in 30 minutes.
3. **Level 3 — Harm.** Someone hurt or unsafe, or big money. Reply in 15 minutes.
4. **Level 4 — Catastrophe.** Death, fire, crime, police. Emergency services first.

REPLY

1. I have read this.
2. Here is what I am doing now.
3. Here is when you will hear from me next.

THEN

1. Fix the problem. No money in the first message.
2. Everything in the platform thread. Photograph, timestamp.
3. Inside your limit — say yes now. Above it — escalate and stop negotiating.
4. Review used as leverage? Stop, report, move to the platform.

LEVEL 4 ONLY

1. 111. Everyone out. Touch nothing.
2. Your insurer *before* the platform.
3. Certified remediation, never your own cleaner.
4. Block the calendar before you answer anyone's booking.
5. Say nothing publicly. Not one post.