



Welcome and Introduction

Welcome to Copenhagen 1801 Ltd & Times Square Leisure Ltd, a friendly, diverse and expanding company. Our strength as an organisation is due to the skills and abilities of colleagues like you. We look forward to a long and successful working relationship with you and sincerely hope that your time with us is enjoyable and rewarding.

Copenhagen 1801 Ltd currently own 8 venues: Switch, The Bank, Pink Room, Boulevard, Powerhouse, Easy Street, SR44 and Eagle.

Times Square Leisure Ltd Currently own 2 venues: Rusty's and Blonde Barrel

We are delighted to have you as part of the Copenhagen 1801 & Times Square Leisure Team!

Mission Statement/Values

PRODUCT MISSION – To make fantastic products.

To design, make and sell the best quality, exciting products with a continued commitment to incorporating local products and promoting business practices that respects the earth and the environment.

ECONOMIC MISSION – To manage our company for sustainable growth.

To operate the company in a competitive market, on a sustainable financial basis of profitable growth, increasing value and expanding opportunities for development and career growth for our employees.

SOCIAL MISSION – To use our company to make the world a better place.

To operate the company in a way that actively recognises the central role that a business [plays in society, by initiating innovative ways to improve the quality of life for our employees, our customers, and the local community.

This Handbook

This handbook is designed to explain the way in which we work and to set out the key procedures, rules and policies designed to ensure an efficient workplace and a safe and supportive environment for all employees. The contents of this handbook do not form part of the terms of your contract of employment unless otherwise stated. The

Company may need to alter or amend any policy or procedure contained in this handbook to ensure that it remains relevant and consistent with the needs of the business. Any such change will be notified to all employees and an up-to-date copy of this handbook can be obtained from Tim McGrath (Area Manager).

We do expect you to comply with the requirements set out in this handbook and failure to do so may lead to disciplinary action; in appropriate cases, up to and including dismissal.



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1 – KEY PRINCIPLES

This section sets out some of the key commitments made by the Company to its employees – and the key commitments expected from employees in return.

1.1 Health and safety

The primary duty owed to you by the Company is to ensure that you are safe while you are at work. Similarly, all employees are obliged to carry out their duties in a safe and responsible manner that does not risk harm to either themselves, their colleagues or any other person.

A detailed health and safety policy/handbook identifying the roles and responsibilities of key staff members for ensuring that the Company meets its commitment to health and safety is available from your line manager. In addition, a poster setting out important information on health and safety is displayed in the staff areas, see your venue manager for location and details.

Detailed risk assessments have been carried out on all aspects of the Company's activities and steps have been taken to ensure that all work can be done safely. Any employee who is concerned that any aspect of the Company's activities poses a risk to health and safety should report this to the nearest available manager immediately. Genuine concerns about health and safety will always be treated with the utmost seriousness and be thoroughly investigated.

Employees are required to comply with all instructions rules and procedures concerning matters of health and safety. Failure to do so may amount to gross misconduct. In particular, where employees are required to wear personal protective equipment such as hard hats, protective footwear or high visibility clothing then failure to do so will be treated as gross misconduct which will usually result in dismissal.

1.2 Equality

The Company is proud to be an equal opportunities employer. This means that decisions concerning recruitment, promotion, dismissal or any other aspect of employment will be based on the needs of the business and not any assumptions based on sex, race, age, disability, gender reassignment, sexual orientation, married or civil partnership status, pregnancy or maternity, religion or belief. This is an important commitment which all employees are expected to share.

Employees are encouraged to raise with management any discriminatory behaviour, assumptions or attitudes they encounter at work and are entitled to do so free from any reprisal providing they are acting in good faith.

1.3 Dignity at work

All employees are entitled to a working environment free from bullying and harassment. The Company takes all allegations of such conduct extremely seriously and will not tolerate harassment or bullying behaviour. Complaints will be dealt with under the Bullying and Harassment Policy set out in Section 6.3 of this handbook.

All employees are required to behave towards each other with respect. In particular, offensive behaviour which relates to sex, race, age, disability, sexual orientation, religion or belief, pregnancy or gender reassignment will be treated as gross misconduct and will usually lead to dismissal.

1.4 Ethical conduct

The Company aims for the highest possible standards of ethical conduct in all of its activities and expects the conduct of individual employees to reflect this. Dishonesty of any kind will be treated as a serious matter, which may amount to gross misconduct and therefore to dismissal without notice.

Gifts and hospitality

The acceptance of gifts and hospitality from clients/customers, suppliers and potential suppliers must not give the appearance that employees or the Company may be unduly influenced in the decisions that they make in respect of clients/customers, suppliers or in any other aspect of their work.

All gifts and hospitality given or received, of whatever value, must be entered in the Register kept by the management team.

No personal gifts of a value in excess of £10 should be accepted from a client/customer, supplier or potential supplier without express permission from your line manager.

Acceptance of hospitality, such as lunch or drinks receptions, should be kept within common sense limits and should always be authorised by your manager. Offers of hospitality must always be authorised by your manager.

You may also be instructed to return any gifts which your manager considers to be inappropriate, or to refuse to accept hospitality from a particular supplier or

potential supplier. Failing to obey such an instruction will be treated as misconduct.

Allowing gifts or hospitality to influence any purchasing/business decisions that you may make on behalf of the Company or to otherwise influence the way in which you perform your duties is an act of gross misconduct which will usually result in dismissal.

It is also an act of gross misconduct to seek to influence any other person to behave in an improper way or to confer a business advantage on you or the Company through the giving of any gift or hospitality.

1.5 Whistleblowing

The Company encourages employees to raise any concerns that they may have about any wrongdoing at any level within the business. Wrongdoing in this context means any breach of a legal obligation, risk to health and safety, a criminal offence being committed, a miscarriage occurring or likely to occur or damage to the environment.

Any initial concern should be raised with your line manager. However, if this is not appropriate then you should contact another member of the management team who will ensure that your concern is properly addressed.

Employees who raise a concern which is in the public interest under this policy are entitled not to be subjected to any detriment as a result, however the employee must reasonably believe that the disclosure they are making is true.

Even if your concern proves to be unfounded you will be protected against any reprisals from your manager, colleagues or any other employee of the business. Making a deliberately false allegation, however, against the Company, a fellow employee or any other person will be treated as an act of gross misconduct which will usually result in dismissal.

If you are the subject of an allegation of wrongdoing, then you will be informed of the allegation and given every opportunity to explain the situation and put your side of the story. Disciplinary action will only be taken following a full investigation in accordance with the disciplinary procedure.

1.6 Good faith and loyalty

The employment relationship is one built on trust and we all have a mutual interest in making the relationship a success. The Company has a duty to

provide reasonable support to employees and employees have a duty of good faith towards the Company.

In practice this means not doing anything that undermines the Company's position by acting in competition with it, providing information to competitors or undermining the Company's standing with clients, customers and fellow employees.

2 – HOW WE DO THINGS

This section deals with some important administrative requirements to do with your employment and sets out the standards the Company expects of employees in various situations. .

2.1 Proof of identity

The Company is legally obliged to ensure that all employees are permitted to work in the UK. It is a condition of your employment that you comply with all reasonable requests to provide details of your identity, right to work in the UK and place of residence. This will include allowing the Company to take copies of your passport or other appropriate documents and to check their authenticity. Copies of any such documents will be kept in your personnel file indefinitely.

The Company may dismiss any employee who cannot demonstrate that they are legally entitled to work in the United Kingdom.

2.2 Personnel records/Data protection

In order to administer your employment efficiently the Company will need to maintain a personnel file which contains personal information about your address, date of birth, employment history including periods of sickness absence, disciplinary or grievance issues and any other details which concern your interaction with the Company. You will be asked to give us the name and contact details of someone we should contact in the event of accident or unforeseen event and these will also be kept in your personnel records. You must inform the Company of any changes to this information. Your personnel record may be stored electronically and will be treated as confidential information. It will not be disclosed to any third party without your consent unless the disclosure is needed to protect the legitimate interests of the Company or to comply with a legal obligation.

Please notify your manager as soon as possible of any changes in personal circumstances, these include:

- Address/telephone number
- Next of kin/emergency contact
- Your legal name

The Company is registered with the Information Commissioner and details of its registration can be provided to you on request.

The Data Protection Officer is David Fisher

Should you wish to check or examine the information which the Company is holding about you, you may submit a request for access to a member of the management team who will arrange for you to view the contents of your file. An administrative fee of £10 may be charged. Please note that some details may have to be withheld to protect the privacy of others or to safeguard commercially sensitive information.

2.3 Dealing with Customers

Customer Service

Good Customer Service is about treating our customers as you would treat a guest in your own home. Looking after customers is one of the main reasons we are all here. All employees are employed because we believe you appreciate and know how to treat customers well.

Why is this so important?

Providing good customer service will make sure that your customers:

- Needs/expectations are exceeded which will increase sales
- Return again and again, keeping us ahead of the competition.

Practicing the skills you will learn will help you feel confident when dealing with customers.

The Customer Experience

Each customer has a different experience when they approach and enter the venue. Just as you did when you first walked through the door, what they see, hear and feel will depend on who they are and their expectations. It is our responsibility to make sure that the customer experience exceeds their expectations so they come back and visit us again (and again).

Service – Special Individual Needs

You may also be serving customers with very special needs such as disabled customers or foreign visitors. These customers will also have high expectations of excellent service which you should aim to exceed.

Golden Rules

The Golden Rules to remember are:

- Always LISTEN to your guest
- Deal with unfamiliar situations calmly and courteously Offer assistance, but never impose it
- *And, most importantly of all IF IN DOUBT...ASK!*

It's so simple every time!

B	Body Language	Be open, welcoming, non defensive
E	Eye Contact	Look at each person and remember you smile with your eyes
S	Smile	They can't help but smile back
T	Talk	Don't wait until they speak, initiate the conversation. For example: 'Hi, I'll be right with you'

Acknowledge and Greet (common thank you and good-bye. Courtesy)

Every time, but be yourself.

Always say please,

Service Standards

Copenhagen expects all members of staff to provide a high standard of service to all customers.

Go the Extra Mile

that little bit more that makes the customer feel appreciated /special.

Fast, Fair and
Friendly

Apply these principles, delight your customers.

2.4 Challenge 25



It is important for us to show due diligence when serving alcohol to people who could potentially be under 18. We enforce the challenge 25 policy in order to prevent this happening – this means that when serving you must challenge anyone who looks under 25 to prove their age.

It is a matter of law that each employee signs and returns a premises age verification policy as detailed below. A copy of the form below will be provided to you on induction, which you must sign and return.

PREMISES AGE VERIFICATION POLICY

The sale of alcohol to a child or young person (that is to say, a person aged under 18) is an offence which may lead to a on the spot fine of £80, DPS a fine of up to £10,000 and/or a term of imprisonment not exceeding three months. Such a sale will also lead to a review of the premises licence and could result in the licence being suspended or revoked.

Tim McGrath on behalf of Copenhagen 1801 Ltd operate an 'age verification policy', in terms of which you must require production of an acceptable proof-of-age document if you are in any doubt as to whether a person seeking to buy alcohol is less than 25 years of age.

Only the following documents are acceptable for proof-of-age purposes:

- A passport
- A European Union photo card driving licence

Please see how to check ID is real booklet.

If no such document is produced or if you have a suspicion that the document presented is not genuine, or has been tampered with or has been altered,

then you must refuse the sale or refuse to authorise the sale. Contact your Supervisor/Manager/Door staff to have the person removed from the venue.

2.5 How to deal with drunkenness

With regards to customers, anyone who is believed to be under the influence of drugs or to be drunk, should not be served alcohol and must be asked to leave the premises. Please contact your manager and/or door supervisor to report such incidents.

In order to help deal with drunkenness and to comply with current legislation, we must supply safe, free water for consumption (tap water) when requested, and offer smaller measures as an alternative (a single rather than a double, a 125ml measure of wine rather than 175ml).

Remember: It is an offence to serve someone who is drunk.

Things to look out for:

- Alcohol
 - Slurred speech
 - Customers being incoherent
 - Violence / irrational behaviour
 - Impaired movement / stumbling
 - Glazed eyes
- Drugs
 - Grinding jaw
 - Glazed eyes / enlarged pupils
 - Twitching / fidgeting
 - Tensing fists / hands
 - Violence
 - Excitable / irrational behaviour
 - Profuse sweating

Should you notice any of the above signs, please report it immediately. So we can deal with the customer.

If you refuse to serve a customer whether through drink or drugs you must complete the refusal log.

Your manager will train you on how to complete this.

2.6 Responsibilities and Duties

As a member of Copenhagen Team your responsibilities and duties will depend upon your position and role within the company; you need to be flexible with the hours you work and are required to carry out **all** reasonable instructions given to you by management which comply with your conditions of employment and Copenhagen 1801 policies.

One major responsibility as an employee of Copenhagen is the safety and wellbeing of all colleagues, customers and yourself. Furthermore, you are also responsible for the safe handling of both stock and money.

Bar staff general responsibilities / duties:

Our main aim is to make the customer feel special at **all** times!!

- Providing a friendly and professional service to **all** customers;
- Ensuring the bar (front & back) is clean, dry and tidy at all times;
- Ensuring **all** wastage is recorded;
- Ensuring **all** stock (spirits, soft drinks, cordials and bottled stock) are replenished throughout the night;
- Ensuring **all** service is to company standards;
- Dealing with issues in a calm way, and passing them on to management if necessary;
- Ensuring bins are emptied behind the bar;
- Ensuring **all** opening/closing duties are carried out.

Floor staff general responsibilities:

- Ensuring **all** litter is removed from the customer area of the bar;
- Ensuring **all** glasses and bottles are collected as quickly as possible;
- Ensuring **all** table/bar tops are clean and dry at all times;
- Reporting any suspicious packages left in the customer area to management immediately;
- Ensuring any tiled/wooden floor is dry and safe at all times.
- Ensuring toilet checks are carried out – soap and toilet rolls are available, toilets are clean and tidy and music is being played in the toilets.

All manual lifting tasks should be carried out in a safe and correct way; do not lift any loads which are heavier than you feel capable of lifting, you must always lift with a straight back to avoid injury. If you are unsure of how to lift correctly, please speak to your manager or supervisor before you attempt to lift any heavy loads.

2.7 Complaint Handling

From time to time you may receive a complaint from a customer, always remember to be polite and courteous at all time to avoid the complaint escalating.

Handling complaints is a very important part of customer service. If a customer walks out dissatisfied with our service, it is likely that they will never come back and they will tell their friends.

If you cannot deal with the complaint yourself or the customer starts to become upset or aggressive immediately pass the complaint to your direct manager.

Complaint escalation & Crime & Disorder

When working in the late night industry, it is inevitable that at some point we will be faced with crime and disorder, both inside and outside our premises.

Security staff are employed and will be on duty at all times during busy and key periods, management will work closely with them in order to reduce and crime and disorder and deal with it effectively and efficiently.

In any event of any public disorder (including violent offence) bar staff are not to become involved, security staff must be informed immediately, as well as management – all security staff will be SIA trained and will hold the necessary qualifications and experience to be able to deal with such issues.

Where possible, all efforts are to be made to remedy any altercations and/or control customers using lawful and effective means.

Police and emergency services are to be contacted and notified when necessary and if any situation arises. The security of staff, customers and premises, as well as promoting a safe environment free from crime are key at all times.

In the event of a victim in any circumstances, their health and safety must be priority at all times. With regards to ill-health or assault, the victim must receive the appropriate first aid in a safe environment away from harm and risk. In any cases of other crimes such as theft, all details and witnesses which may help in any police proceedings must be noted and passed onto the relevant parties for investigation.

Crime Scene management

All crime scenes should be preserved as much as possible if emergency services attendance is required – this means the area should not be cleaned, items / articles should not be removed, and people should be kept away from the incident scene, witness details taken immediately.

2.8 Dress code

All employees should dress in a manner appropriate to the work that they do. Key factors include whether or not the employee meets clients or customers and whether the requirements of health and safety require particular clothing. How you dress is largely a matter of common sense. If your manager feels that you are dressing in an inappropriate way they may ask you to dress differently the next time you come into work. A persistent refusal to comply with a reasonable standard set by a manager will amount to misconduct.

Where an employee dresses in a completely inappropriate way, for example by wearing clothing with offensive images or slogans, then they may be sent home to change. Any time taken to go home and change will be unpaid.

All employees are expected to maintain a high standard of dress, appearance and hygiene, particularly when in direct contact with customers. Jewellery must be kept to a minimum, hair must be kept neat and tidy and no extreme hairstyles are permitted, furthermore, visibility of any body piercing or tattoos should be kept to a minimum and should not be offensive.

Personal Protective Equipment

If you are provided with any Personal Protective Equipment (PPE) you must ensure you wear this at all times, especially in any designated area which may pose additional risk, i.e. on the factory floor etc. Failure to do so is likely to result in disciplinary action.

2.9 Timekeeping

Good timekeeping is essential in any team. A late arrival at work can put unfair pressure on colleagues and affect the smooth running of the business. The Company therefore requires all employees to take responsibility for attending work promptly in accordance with their contract of employment or work roster. You should arrive in time to begin working at your appointed start time.

Where you depend on public transport to come to work you should allow adequate time, including likely delays, for your journey so that you can arrive on time. Similarly, employees who drive to work should make themselves familiar with the level of traffic to be expected and make adequate allowance for rush hour congestion.

The Company may ask you to record your arrival and departure times and may keep such records of your working time as it thinks appropriate. Deliberate failure to record time may be treated as gross misconduct.

Persistent lateness without proper acceptable explanation will be treated as misconduct under the disciplinary procedure. Persistent lateness will not be tolerated. Three instances of lateness within a one month period may result in disciplinary action being taken against you.

Where it is clear that you are going to be late for work you must contact your line manager as soon as possible to explain the situation and give an estimate of your arrival time. You must make every effort to talk to your manager directly rather than leave a message with colleagues or send an email or text message.

If personal or domestic circumstances make it difficult for you to attend work on time then you should discuss this with your line manager. In some cases, the Company may be able to accommodate a reasonable need for flexibility, but this will be subject to the needs of the business and the need to avoid placing an unfair burden on your colleagues (see Section 5).

2.10 Adverse weather and traffic disruption

The Company's primary duty is to provide a safe place of work. If adverse weather means that this cannot be achieved and the workplace needs to close then all employees will be sent home or told not to come in. In these circumstances employees will be paid in full for any working time that they have lost. If the need to close the workplace persists, the Company may invoke the lay-off clause in employees' contracts.

If the workplace remains open, it is the responsibility of employees to attend work if they possibly can. While the Company understands that this is not always possible, additional paid leave will not be provided for employees who are unable, for whatever reason, to travel into work.

Where it is clear that you are not going to be able to get to work you must contact your line manager as soon as possible to explain the situation. You must make every effort to talk to your manager directly rather than leave a message with colleagues or send an email or text message.

If you are unable to attend work due to severe weather or other travel difficulties then you will be required to take time from your annual leave allowance to cover any absence, or to take unpaid time off by agreement with your manager. There may be circumstances in which employees are able to work at home, but this will be entirely at the discretion of the Company.

2.11 Rest breaks

The Company encourages all employees to take full advantage of scheduled rest breaks. These are provided not only for comfort, but also to protect the health of employees and prevent excessive fatigue from causing accidents.

A rest break should be taken away from your workstation wherever possible. If you leave the premises you should bear in mind the time that it will take you to return from the break so that you can ensure that you begin work again on time.

Different areas of the business may have different arrangements for ad hoc breaks such as to make a cup of tea or coffee. These arrangements are in place to ensure the smooth running of the business and to prevent putting unfair pressure on colleagues. You are required to comply with any requirements relating to such breaks as may be in place from time to time.

Workers have the right to one uninterrupted 20-minute rest break during their working day (this could be a tea break or lunch break), if they work more than 6 hours per day. This does not have to be paid but as a company, Copenhagen 1801 Ltd pay you for this 20-minute break.

If you work any shift longer than 6 hours and anywhere up to 15 hours you are still only entitled to one 20-minute break. You can ask for an unpaid 20 minute break on top for anything over 8 hours but this is at the discretion of the duty manager.

2.12 Smoking

The Company operates a smoke-free workplace. Smoking (which includes the use of e-cigarettes and personal vaporisers) is therefore strictly prohibited throughout all Company premises.

Smoking is only permitted during designated break times and in the designated outside areas.

2.13 Social media and Communication

An employee's behaviour on any social networking or other internet site must be consistent with the behaviour required of employees generally. Where it is possible for users of a social media site to ascertain who you work for, then you should take particular care not to behave in a way which reflects badly on the Company.

Inappropriate or disparaging comments about the Company, colleagues or clients will be treated as misconduct. Because social media interactions can be copied and widely disseminated in a way that you may not be able to control, the Company will take a particularly serious view of any misconduct that occurs through the use of social media.

For more information, see the company's Social Media and Communication Policy: Conduct for Employee's Personal Accounts.

You must not operate a social media account or profile that purports to be operated on or on behalf of the Company without express permission to do so from your manager. You may from time to time be asked to manage Company social media accounts. You must manage those accounts in accordance with this policy and as requested to do so by your manager or the Company.

The Company use social media as a way of communicating with staff via private groups. The use of social media during work time is limited to Company social media accounts and groups.

For more information, see the company's Social Media and Communication Policy: Conduct for Employee's Personal Accounts.

2.14 Telephones

Employees are not permitted to make or receive phone calls whilst at work unless authorised to do so by their manager in urgent or exceptional circumstances. Mobile phones are not permitted in the bar. Usage of mobile phones should be restricted to formal rest breaks.

2.15 Alcohol and drugs

The Company's approach to the consumption of alcohol, drugs and other substances (including legal highs) that have intoxicating and/or behaviouraltering effects or impair judgement (referred to in this policy as "other substances") is based on the need to ensure a safe and productive working environment. Because of the serious nature of the risks posed by the abuse of alcohol, drugs and other substances in the workplace, any breach of the rules in this area will be treated as gross misconduct which will usually result in dismissal.

An employee will be regarded as 'under the influence' of alcohol, drugs or other substances if their behaviour, speech, ability to concentrate or otherwise perform their duties is in any way affected. An employee will also be regarded as under the influence if they fail a drug, other substance or alcohol test.

Dependency

Employees who have a dependency on alcohol, drugs or other substances may be offered support and encouraged to seek appropriate counselling or medical help. Absence arising from treatment or counselling related to drug, alcohol or other substance abuse will be treated as sickness absence under the Company's absence management policy. However, while the Company will always try to be supportive toward employees with a drug, alcohol or other substance problem, this will not prevent disciplinary action being taken when employees act in breach of the rules laid out in this policy.

Wherever an employee informs the Company that they have a drug, alcohol or other substance problem this will, as far as possible, be treated in the utmost confidence. However the Company may need to disclose particular circumstances to managers, regulatory authorities or others should this be necessary to ensure safety or compliance with legal requirements.

Drugs

The consumption, storage, distribution or sale of illegal drugs or any other behaviour-altering and/or intoxicating substance, including legal highs, on Company premises or during working time is strictly prohibited. The Company will report any illegal activities to the police or other relevant authorities.

You must not present yourself for work under the influence of illegal drugs or any other substance taken for non-medical purposes.

Medicines and Prescription drugs

If you are taking prescription drugs or any other medicine that may affect your performance at work or your ability to carry out any of your duties, then you must inform your line manager of this so that steps can be taken to ensure that the work can be done safely. It is your responsibility, when beginning any course of medication, to check whether it may adversely affect your ability to work.

Alcohol

Consumption of even a small amount of alcohol may be sufficient to adversely affect the work of an employee and could pose a risk to health and safety. Remember that alcohol remains in the bloodstream for up to 24 hours following consumption and that the consumption of a significant amount of alcohol in the evening may leave you unfit to work in the morning.

You must not present yourself for work under the influence of alcohol.

You must not consume any alcohol during working time, lunchtime or during any break unless this has been specifically authorised by your manager.

Any employee found under the influence of alcohol or drugs will be subject to disciplinary action which may result in dismissal for gross misconduct.

Where alcohol is available at Company organised events or occasions when you are representing the Company – even outside working hours - it is important to behave responsibly and not drink to excess. Behaviour that reflects badly on the Company will be a disciplinary matter and in serious cases may amount to gross misconduct.

2.16 Training & Development

The success of the company depends upon the quality of the employees; therefore, it is vital that in order to provide the best possible service to all customers, training and development is carried out to a high standard. It is the company's aim for all employees to work efficiently and effectively to develop their own potential. Training will be an on-going aspect of work within Copenhagen.

It is important that all staff participate in all training activities in order to provide a friendly service and attract new custom as well as keep existing custom.

In the first few weeks in your new job, your company trainer and managers will carry out training sessions with you covering:

- **Legal requirements** This covers all Health & Safety, Fire Safety and Hygiene information to ensure that you and our customers are in a safe environment. All Copenhagen venues are governed by the Licensing Laws. ***You need to be aware of these to help you work responsibly.**
- **Customer Service** The key to our success is to provide great customer service. We also need to ensure that we are actively selling products to our customers. Recommending certain drinks or food ('suggestive selling' and up-selling) is a great way to get talking to your customers. It also shows that you know your products and want to make sure they have the best experience in your pub as possible.
- **Product Knowledge** Knowing which products we sell, and how they should be served will enable you to be more efficient and confident at work. All our products must be served so that they meet:

1. Customers' expectations
 2. Company standards
 3. Health, Safety & Hygiene requirements
 4. Legal requirements
- **Opening / During Service / Closing Tasks** To maintain our high standards, you will find that there are always tasks to do! Being organised at work means that you won't get caught out when the shift gets busy. Ask your Manager or trainer to take you through the tasks that need doing.
 - **Stock and Cash Control** You will be responsible for the stock and cash you deal with as part of your job.

Here are some key points to remember:

1. **STOCK ROTATION:** Always check the Best Before dates when restocking the fridges. Remember.... first in, first out. **KITCHEN:** All food in the fridges must be labeled and marked with 'day dots' to show when it must be used by.
 2. **CELLAR:** The cellar doors should be closed at all times when it is not being used and should be kept tidy
 3. **CASH SECURITY:** Always keep the till drawer closed when it is not being used.
 4. **TILL PROCEDURES:** Ask your Manager to explain how to set up bar tabs (Daytime only) and what the cash back procedures are.
- **Maximising Sales** Good Team Members are also good sales people. Look for opportunities to:
 1. **Up sell:** Offer customers a large glass of wine or a double spirit measure.
 2. **Suggestive Sell:** Recommend products to customers if they look uncertain or ask your opinion.

Career Prospects

Probation

When an employee is recruited or promoted they will undergo a probation period of 13 weeks, during this time the employee must work effectively and efficiently in their role and the terms of an employee's probation are down to the discretion of their manager. Failure to meet the required standards during this period may lead to dismissal, or for a newly promoted employee – an extended probation period or demotion.

Promotion

Wherever possible, Copenhagen will offer promotion to suitably qualified existing employees, if you are interested in future career progression with Copenhagen, please discuss opportunities with your General Manager.

2.17 General Housekeeping

Communication

Copenhagen values all staff members and their ideas, and aim to maintain a fair and equal working environment. Communication is a key skill required by all employees; in order to ensure staff are up-to-date and informed of changes within the company.

For training purposes it is the responsibility of employees to regularly check the staff Facebook Group for new messages and scheduled events or meetings. All information posted on the staff group is regarded as having been read by all staff members. Please see your manager or supervisor if you are unable to get on the staff Facebook group.

*Any notices intended for wide circulation must first be authorised by your manager before placing them on the notice board.

Staff Meetings

Staff meetings are held regularly and are very important in order to discuss new and existing policies, procedures and to carry out important training. Any employee who has a problem attending staff meetings or training must speak to their manager immediately.

Press Communications

Occasionally staff may be approached by the media to offer opinions/make statements on behalf of the company, such queries should be referred immediately to a manager.

Right of Search

With reasonable grounds for suspicion, the company has the right to search you or your personal belongings whilst on company property. If you are subject to a search you have the right to be accompanied by a fellow employee, the search will be carried out by an employee of the same sex, and in the presence of a manager. Refusal of a search is regarded as gross misconduct, however a search does not constitute to any accusation by the company.

Till Shortages

All members of staff using a till are responsible for the safety of the money within that till, any discrepancies will be claimed back by the company on a weekly basis, and these will be deducted from employee's pay and indicated on their pay slip.

Please sign and date the Till shortage sheet given to you by your manager.

Personal Property

Staff are not permitted to carry money, mobile phones or any other personal property on their person whilst they are on duty, and should avoid bringing them onto company premises. If this cannot be avoided please leave such items with management for safekeeping. The company cannot take any responsibility for any loss/damage to unattended personal items.

Lost Property

All lost property is to be handed in to a member of management; any breach of this regulation may result in disciplinary action.

Tips

Staff are **not** permitted to keep their tips, all tips must be placed in a communal glass behind the bar and handed to a manager at the end of the night. The staff tips will be shared equally at the end of each month between employees who have worked in that month. (You are reminded that no employee is to carry any money on them whilst clocked in).

The way in which each venue deals with tips may vary. Please speak with your venue manager who will explain how tips are dealt with in your venue.

Wastage

All wastage must be kept to a minimum, all drinks and food are to be entered into the till and made carefully and correctly in order to minimise wastage. Any wastage that does occur must be recorded on the waste sheet, stating a reason for the wastage.

Customer Dress Code

To keep Copenhagen venues an enjoyable place for everyone to drink we have a dress code for each venue

A dress code will be in place and enforced in all venues at all times – generally, this will be smart or smart casual – no work wear, tracksuits and sports tops (unless for specialised events), however please see your venue manager for the specific dress code requirement for each venue.

Cellar Safety

If your role involves cellar work you will receive training to ensure the safety of yourself and others at all times. This could include securing gas cylinders and stacking crates. The cellar must be kept as tidy as possible ensuring there are clean pathways and exit routes.

General Housekeeping

It is important that all storage areas, walkways and external areas are kept clean and tidy, to prevent tripping hazards and manual handling difficulties. If anything concerns you please report it to your Manager.

Passing Off

Under the Trade Description Act, passing off is illegal. This is when a customer asks for a specific product and they are given something different. For example, if a customer asks for a Fosters and we give them a Carling without telling them we are breaking the law.

Weights and Measures

Beers and ciders unless pre-packed must be sold in half-pint or multiples thereof. Customers often like a head on their beer, but remember it is essential that a measure of beer must include a minimum of 95% liquid.

Requests from customers for top-ups should be received with good grace and should never be refused. It is illegal to short measure customers.

Whisky, Gin, Rum and Vodka unless pre-packed are served in set measures of 25ml or multiples thereof.

Wine by the glass in measures of 175ml or multiples thereof.

By law, a notice displaying the quantities in which the drinks are sold must be displayed in a prominent position.

You will be fully trained in which measures and glasses you can use for all our products. The customer must always be able to see you pouring the measure either via optic or thimble measure.

It is illegal for you to add any other substance e.g. water, to any drink unless requested by the customer.

Remember, you can be prosecuted for selling incorrect measures therefore it is your responsibility to ensure that you know the correct measures before selling them to the customers.

Hygiene

As a food retailer we must comply with food safety legislation to protect our customers and reputation. As an employee you have a legal role in ensuring that the Company maintains this status. It is your responsibility to comply with Company policy to ensure the service of safe food and drink.

Failure to follow Company policy could result in:

- Customers suffering from food poisoning
- Food being contaminated with foreign objects
- Service of poor quality food
- Bad press and loss of reputation
- Prosecution of the Company
- Prosecution of individual staff members
- Compensation claims

To help us avoid any of these circumstances occurring, pubs & restaurants serving food are audited by independent food hygiene consultants. This ensures that your Pub or Restaurant is complying with Company food safety standards, which can be found in the Company Food Safety and Hazard Analysis Manual.

Food safety standards exist at all stages of the catering operation from Delivery of food and drink through to Service. It is these standards which you must meet to ensure that you serve safe food and drink to all of our guests.

The following food safety standards relate to general food hygiene practices and relate to all stages of the food operation.

Personal Hygiene Policy – Remember

You have the capability to contaminate the food and drink that you prepare and serve with bacteria and foreign bodies. You carry bacteria on your hands, nose, ears, hair, face and in your gut. These bacteria can be passed onto the food and drink that our customers will consume.

To stop this it is important that you:

- Wash and dry your hands using hot water, bactericidal soap and disposable towels / hot air dryers frequently. Always do this:
 - at the start of work - after using the toilet
 - after smoking / eating / wiping nose
 - after handling raw foods and shell eggs
 - after handling rubbish
 - after collecting empty glasses
 - after cleaning

- Never smoke, eat, drink in any food room, including the bar area and cellar
- When working in the kitchen or any food preparation area, clean protective over-clothing, including hats must be worn. These should not be worn outside
- All cuts, wounds, and septic lesions must be covered with blue waterproof dressings
- When you are suffering with diarrhea, vomiting (symptoms of food poisoning), septic lesions, flu-like symptoms or an infectious disease you must notify your Manager immediately even if you were ill on your days off. Once your symptoms have stopped you must still wait 48 hours before returning to work to prevent spreading infection

Foreign Body Contamination Policy - Remember

Physical contamination by foreign bodies can make food and drink unsafe to serve to our customers. Foreign bodies include small pieces of glass, plastic, metal, hair and nails. Flaking paint and decoration from poorly maintained equipment and surfaces are also common.

You can prevent food becoming contaminated with foreign bodies by ensuring that:

- All food is covered
- Nail varnish is not worn in the kitchen and your nails are kept short and clean
- No jewellery is worn except a plain band wedding ring and sleeper earrings
- All glasses and containers are stored either covered or upside down when not in use
- Equipment, utensils and chopping boards are frequently cleaned and sanitized
- If you have seen or think you have seen pest, pest droppings or insects report it to your Manager immediately
- Your hair is clean and tied back



3 – CODE OF CONDUCT

The behaviour of employees is central to the continued success of the Company. This section sets out what is expected of all employees in terms of their personal conduct when at work and their behaviour towards colleagues.

3.1 Misconduct

Behaviour which is disruptive, disrespectful to colleagues, or which falls short of the requirements set out in this handbook will be treated as misconduct under the disciplinary procedure. While employees will not usually be dismissed for a first offence a failure to remedy the behaviour or to adhere to required standards may ultimately lead to dismissal once appropriate warnings have been given.

The Company reserves the right not to follow the disciplinary procedure in full for employees who are within the first two years of their employment with the Company.

3.2 Gross misconduct

Gross misconduct is behaviour which is fundamentally at odds with the employee's duty to the Company and their colleagues. In accordance with the disciplinary procedure, gross misconduct will usually result in dismissal without notice, or payment in lieu of notice, even in cases of a first offence.

It is not possible to list every example of gross misconduct which may arise, but the following provides an illustration of the sort of conduct that will fall into this category – some of which are then explained in more detail below:

- Theft;
- Deliberate acts of discrimination or harassment;
- Refusal to carry out reasonable instructions;
- Violent or intimidating behaviour;
- Wilful damage to property;
- Reckless behaviour posing a risk to health and safety;
- Any illegal act during working time or on Company premises;
- Knowingly serving someone under the age of 18;
- Knowingly serving someone who is drunk; and
- Any act described as gross misconduct elsewhere in this handbook.

Dishonesty

It is important to stress that any form of dishonesty, however minor, will be regarded as gross misconduct. This includes theft of property, whether belonging to the Company, colleagues or any third party. However it also includes an employee seeking to gain any advantage through deception - such as making a false claim for expenses or overtime, falsely claiming to be sick or falsely claiming to have completed a particular task.

It does not matter if any amount of money at issue is small. The Company regards any dishonesty by employees as gross misconduct which will usually result in dismissal.

Refusal to carry out instructions

The Company expects employees to work in a spirit of cooperation with their colleagues and managers for the good of the business as a whole. Employees are required to carry out their managers' instructions and a deliberate and wilful refusal to do so will be gross misconduct.

If you believe that you have been instructed to do something that does not fall within your duties or which is in some other way unreasonable then the appropriate way of dealing with this is to raise a grievance under the grievance procedure (see Section 6). However, doing so will not prevent a refusal to carry out an instruction from amounting to gross misconduct if it is found to have been a reasonable one in all the circumstances.

Breach of a requirement set out in this handbook

This handbook sets out a number of requirements aimed at ensuring the smooth running of the Company and the fair treatment of all employees. A number of these are so important that any breach of them will amount to gross misconduct and these are clearly identified throughout the handbook. Your attention is drawn in particular to the following:

- The rules on gifts and hospitality;
- The policy on smoking;
- The policy on alcohol and drugs;
- The rules concerning the use of computers, the internet and email;
- The policy regarding social media; and

3.3 Allegations of misconduct and gross misconduct

The Company is committed to treating all employees fairly and allegations of misconduct and gross misconduct will be dealt with in accordance with the disciplinary procedure set out in Section 6.4 of this handbook.

4 – ABSENCE

This section sets out the approach the Company takes when you are unable to attend work, are taking annual leave or need time off.

4.1 Unauthorised absence

The obligation on an employee to attend work at the times agreed is a fundamental part of the contract of employment. Employees who deliberately fail to attend work without proper excuse or in breach of management instructions will be committing gross misconduct which could result in dismissal without notice or payment in lieu.

4.2 Medical appointments

In general, appointments to see a GP, dentist or optician should be made for outside working hours. Paid leave will not normally be granted for nonemergency visits.

The Company appreciates that it is not always possible to avoid appointments during the working day and will judge each case individually in deciding whether any paid time off should be granted. In most cases, employees will be required either to use part of their annual holiday entitlement or to make up any lost time.

Employees who have a medical condition which will require regular appointments during the working day should discuss their situation with their manager so that appropriate arrangements can be made.

You may be required to provide evidence of any appointment for which time off is needed.

4.3 Ante-natal care/Adoption appointments

Pregnancy related appointments

Employees who are pregnant are entitled to paid-time off to attend ante-natal appointments provided that attendance is based on medical advice. For second and subsequent appointments you may be required to produce an appointment card or similar evidence of the date and time of the appointment.

While there is no limit on the number of appointments that an employee can attend, the Company does have the right to refuse time off where it is reasonable to do so. Employees are therefore expected to take reasonable steps to arrange antenatal appointments at a time that will require the minimum amount of time off. Part-time workers should attempt to arrange appointments for days when they are not required to work and all employees should try to avoid appointments in the middle of the working day in order to minimise disruption.

If your partner is pregnant, you are entitled to unpaid time off for up to two antenatal appointments. If you wish to exercise this right you should notify your manager of the date and time of the appointment. You may be asked to provide written evidence that an appropriate appointment has in fact been made.

Adoption appointments

Employees who are adopting on their own, or have elected to be the primary adopter may take paid time off to attend up to five adoption appointments in certain circumstances.

If you are the partner of the primary adopter, you may take unpaid time off on up to two occasions to attend an adoption appointment.

4.4 Sickness absence

Regular and reliable attendance at work is an important commitment that the Company asks all employees to make. Unjustified or excessive absence can put unfair pressure on colleagues and seriously damage the Company's business, to everybody's detriment.

Nevertheless, the Company will always try to be supportive when an employee is genuinely too ill to attend work. This policy sets out the Company's approach and the steps that you need to take if you are off sick.

Reporting sickness absence

If you are too ill to come into work you should personally inform your line manager of this fact as soon as possible and in any event by no later than 4 hours before your scheduled start time. When you phone in sick you must make every effort to speak to your manager directly. Do not simply leave a message with a colleague or send an email or text. If you need to leave a message for your manager, then they may contact you during the day to discuss your absence with you.

It is important that you keep in touch with your manager about the likely length of your absence so that appropriate arrangements can be made for cover and you should phone in sick on every day of your absence unless either you have

previously informed your manager that you will be off sick for a particular period of time or your absence is certified by a GP 'Fit Note' (Form Med 3).

Hangovers are not regarded as legitimate reasons to take sickness absence. Absence by reason of hangovers will be regarded as a disciplinary offence which may result in dismissal without notice or payment in lieu. You should also be aware of the rules governing the consumption of alcohol set out in the Alcohol and Drugs Policy.

The Company requires any absence of more than a week to be certified by a 'Fit Note' (Forms Med 3 or Med 10). Uncertified absence may be treated as misconduct and will not be paid.

Where any period of sickness absence occurs immediately before or immediately after a period of annual leave then the Company may require such absence to be certified by a GP at your own expense.

Where you are absent for an extended period of time (three weeks or more) the Company may refer you to an occupational health professional or seek a medical report from your GP. The purpose of this will be to ascertain when you are likely to be able to return to work and to identify any measures that can be taken to help you return as soon as possible.

Employees who are off sick should not undertake any activities likely to be detrimental to their recovery and should cooperate with the appropriate medical professionals in taking steps to ensure that their recovery is as swift as possible.

The Company will maintain regular contact with employees who are off sick for an extended period.

Annual leave and sickness absence

Employees may request annual leave during any period of sickness absence in the normal way. If you intend to spend any time away from home during your sickness absence you should inform your manager of this fact in advance and provide contact details. The Company does not expect employees to take holidays while off sick. In exceptional cases only, where this may assist in an employee's recovery, the Company may agree to holidays being taken during sick leave. It is essential however that any such holidays are agreed in advance with the Company following the normal holiday request procedure.

Phased return to work

As an employee recovers from illness or injury it may be possible for them to undertake a limited range of duties as a preparation for returning to normal work. The Company will try whenever appropriate in light of medical advice to allow for a phased return to work from any long-term illness. This may involve reducing the employee's hours, or the scope of their duties or both. The purpose

of a phased return, however, is to provide a bridge between sickness absence and normal working and so any such arrangements will be time-limited and will not normally extend over more than three months.

Alternative work

The Company may consider agreeing changes to an employee's duties or other working arrangements when it becomes clear that due to sickness or injury they will not be able to return to normal working. Any such changes will be subject to the needs of the business and there is no guarantee that permanent arrangements of this sort will be possible.

Where duties or working hours are varied in this way then the job being done by the employee will need to be reassessed to determine the appropriate level of remuneration. This will then need to be agreed with the employee. If an agreement is not reached, then the Company may proceed to dismiss the employee in accordance with the procedure for long-term sickness absence.

Disability and reasonable adjustments

The Company is committed to making reasonable adjustments to an employee's duties or working arrangements where they would otherwise suffer a disadvantage arising from any disability.

In order to make appropriate adjustments the Company needs to know about any disability the employee may have. Employees who feel that they may require an adjustment should discuss their situation with their line manager. Any such discussions will be in the strictest confidence although when an adjustment is made it may be necessary to inform other employees of the reason for this. The extent to which details of any disability will be discussed with other employees will be agreed as part of the process of making the adjustment itself.

The purpose of any adjustment will be to ensure that the employee can work effectively in an appropriate role and on appropriate terms and conditions. The Company is not obliged to maintain an employee's level of pay if hours are reduced or the employee is moved to a less senior role as a result of any adjustment. Nor will the Company agree to an adjustment which will not result in a commercially practicable working arrangement.

4.5 Jury Service/Other time off

There are a number of circumstances in which employees have a right to time off from work either with or without pay. These include jury service and certain public duties such as serving as a local councillor, magistrate or school governor. Where a need for such time off arises you should discuss the matter

with your line manager who will consider what arrangements should be put in place.

While the Company will do its best to accommodate time off in these circumstances, the requirements of an employee's role may mean that the amount of time off granted may be limited.

Where serving on a jury would lead to a level of absence that would be detrimental to the business, the Company may require you to seek a deferment.

4.6 Compassionate/Bereavement Leave

In the event an employee suffers bereavement in their family, the Organisation will exercise its discretion to allow reasonable time off to attend a funeral. What is reasonable will be determined on a case by case basis and the type of leave, whether paid or unpaid, will depend on the circumstances and the relationship the employee had with the individual.

In addition, there may be occasions where it may be necessary for an employee to take compassionate leave. Again, this will be considered on a case by case basis and dependant on circumstances, may be paid or unpaid.

An employee will not be eligible to receive paid bereavement or compassionate time-off benefits while off, or absent from work because of holiday, sickness (paid or unpaid) or for any other reason.

4.7 Emergency Time off for Dependents

The Company recognises that situations arise where you need to take time off work to deal with an emergency involving someone who depends on you. Your husband, wife or partner, child or parent, or someone living with you as part of your family can all be considered as depending on you. Others who rely solely on you for help in an emergency may also qualify. For further detail as to who counts as depending on you and guidance on individual circumstances, please speak to your Manager.

Provided the reasons for such a request are genuine and you inform the Company as soon as possible that you need this time off, you will be allowed reasonable unpaid time off work to deal with such emergencies.

The right to time off only covers emergencies. If you know in advance that you're going to need time off, you will not qualify for this type of leave and you therefore

should arrange this with the Company by taking another form of leave, such as annual leave, parental leave etc.

If an emergency occurs and it is not possible for you to inform your manager in advance of any absence you should contact your manager as soon as possible to inform them of the situation. Appropriate arrangements may then be put in place.

If you suffer some other personal emergency, you should talk to your line manager who will discuss what arrangements can be made to grant you compassionate leave. These arrangements will always be at the discretion of the Company and will depend on the circumstances of the case and the impact that any absence on your part may have on the business. However, the Company will be sympathetic to your need for time off (which may be paid or unpaid at our discretion) to deal with the situation and make any arrangements that may be necessary.

4.8 Annual leave

Your individual holiday entitlement, including the calculation of any holiday pay, is set out in your contract of employment. This section of the handbook outlines the general approach taken by the Company to requests for annual leave.

All annual leave must be agreed in advance with your line manager. You should not make firm travel plans or commitments until a request for leave has been granted and the Company will not take such plans into account when dealing with conflicting holiday requests.

All requests for leave should be made in plenty of time and at least a period of time in advance twice as long as the leave requested i.e. 1 weeks' holiday should be requested at least 2 weeks' in advance. The means of requesting leave may change from time to time and you should comply with whatever procedure is in place at the time of the request.

Your manager may refuse any request for leave if it would result in the workplace being understaffed or otherwise prejudice the business. Leave is likely to be refused if it is requested for a particularly busy period or a time when other employees have already had leave approved. Your manager will reply within 1 week of receiving your request.

Certain times of year are particularly popular times for requesting holiday. Generally, subject to the needs of the business, leave will be granted on a first come first served basis, but exceptions may be made in the interests of ensuring that holiday is spread through the year on a fair and equitable basis. If an employee wishes to take a Saturday off, then the Company will require

that individual to take a full weeks' leave as this is our busiest day and difficult to cover.

If an employee needs to cancel their leave request at any time, then you must notify your manager at least 1 week before the date in which the leave is scheduled for.

All employees are encouraged to take their full holiday entitlement during the holiday year which runs from 1 April to 31 March. However, it is your responsibility to schedule your holiday so that it can be taken at an appropriate time.

Employees will not usually be permitted to carry over holiday entitlement into the following holiday year.

In certain circumstances, at the Company's discretion and subject to certain rules, the carrying over of a proportion of annual leave may be allowed.

Employees who leave their employment during the course of a holiday year will be entitled to a pro-rata payment reflecting leave accrued but not taken. Where an employee has, at the time their employment ends, taken a larger proportion of their leave entitlement than the proportion of the holiday year that has expired, then a deduction will be made from the final payment of salary to reflect the holiday which has been taken but not accrued.

The Company may insist on annual leave being taken at particular times depending on the needs of the business and these are set out in your contract of employment. We will give reasonable notice of any such requirement (the length of the notice given will be at least twice the duration of the leave the Company requires the employee to take).

The Company may require annual leave to be taken during the notice period of any employee who has resigned or been dismissed.

4.9 Reserve forces

The Company supports employees who are also member of the reserve forces. Such employees have specific entitlements relating to time off including arrangements for them returning to work after a period of deployment. Employees who are members of the reserve forces or who are considering joining should discuss the implications with their line manager.

5 – FLEXIBLE WORKING AND FAMILY RELATED LEAVE

The Company understands the particular issues faced by employees trying to balance their work and family life. This section sets out the Company's policies in this area and the specific rights given to new parents.

5.1 Flexible working

The Company will try, subject to the needs of the business, to accommodate requests from employees who wish to make changes to their working hours or place of work.

Requests for a change in working arrangements can be made by any employee with at least 26 weeks' continuous service with the Company at the time the request is made. The request should:

1. be made in writing and state this is a flexible working request;
2. set out the change requested; and
3. describe the impact that the change will have on the operation of the business and how any difficulties caused by the change may be addressed.

When a request is received, the employee will be invited to a meeting to discuss the potential change.

The meeting will normally be conducted by the employee's line manager.

The employee will be entitled to be accompanied by a fellow employee to assist in making any representations that may be appropriate.

The application may be refused on one or more of several grounds, these being that the proposed changes will result in:

- a burden of additional cost;
- a detrimental effect on ability to meet customer demand;
- an inability to re-organise work among existing staff;
- an inability to recruit additional staff;
- a detrimental effect on quality;
- a detrimental effect on performance;
- an insufficiency of work during the periods you propose to work;
- a planned structural change; and
- any other ground allowed by regulations.

In refusing any request the Company will explain the reasons for the refusal in writing and may make an offer of an alternative arrangement. Discussions may then take place to try to agree a way forward. If no agreement is reached then the employee's terms and conditions will remain unchanged, subject to the right of employees to appeal the decision.

Any meetings should take place in a spirit of cooperation with both sides seeking to reach agreement on an appropriate way forward.

Any change in working arrangements which results from this process will be confirmed to you in writing.

This policy will not prevent managers agreeing to ad hoc arrangements from time to time. However, any such arrangement will not amount to a variation in your terms and conditions of employment unless specifically agreed to the contrary and confirmed in writing. The Company may terminate any such ad hoc agreement at any time and require you to revert to your agreed working arrangements.

As there will inevitably be a limit to the amount of flexibility the Company can tolerate without detriment to its interests, employees must accept that the fact that a particular working arrangement has been granted to one employee does not oblige the Company to grant it to another.

5.2 Maternity leave

All employees who give birth are entitled to take maternity leave which lasts for a maximum of 52 weeks. Employees with at least six months' service will also be entitled to be paid Statutory Maternity pay (SMP) for up to 39 weeks of their absence. Because this is a statutory payment there are a number of procedural requirements that must be met in order to make sure that an employee qualifies. The most important requirements are set out below, but if you have any doubts about the rules that apply you should speak to a member of the management team who will make sure that you have all the appropriate information.

Notification

To qualify for maternity leave you must provide the Company, no later than the end of the 15th week before your EWC (when you are approximately 6 months pregnant) with the following information:

- that you are pregnant;
- the date of the week your baby is due (your expected week of childbirth or EWC);

- when you intend your maternity leave to start (this date can be changed later – see below); and
- you must also provide the Company with the original Maternity Certificate (MAT B1) issued by your doctor.

In some circumstances the Company may be able to accept other medical evidence of when your baby is due, so if there is any difficulty in providing the MATB1 certificate you should discuss this with your manager.

If you intend to take advantage of the right to shared parental leave, you should inform the Company of this fact at the same time as you notify the intended start date of your leave.

Start of maternity leave

Generally, it is up to you to decide when to start your maternity leave. However, your leave cannot begin any earlier than the beginning of the 11th week before your EWC.

Where it is safe to do so, you may choose to continue working right up to your child's birth. However, your maternity leave will begin automatically if you are off sick for a pregnancy-related reason at any stage in the four weeks immediately before your EWC.

If your baby is born before the date that you have notified as the start date for your maternity leave, then your maternity leave will begin on the day following the birth.

You may change the date on which you intend to start your maternity leave, but you must notify the Company of your new start date at least 28 days before the original date given (or the new date, if that is sooner). If there is a reason why you cannot give this notice, then you should explain the situation to an appropriate manager and the Company will attempt to accommodate your changed circumstances. However, the Company may need to insist on delaying the start of your leave until at least 28 days have passed since your notification of a changed date.

When your baby is born you should inform the Company of this fact as soon as is reasonable practicable.

Duration of maternity leave

The standard length of maternity leave is 52 weeks. Once you indicate the intended start date of your leave, the Company will send you a written notification of your expected date of return.

Unless you give due notice to the Company of an earlier date of return, it will be assumed that you intend to take your full 52-week entitlement and you will not

be expected back at work before your leave ends. You do not then have to give any notice of your return although it would be sensible to contact your manager some time in advance to discuss any arrangements that may need to be made.

At the end of your maternity leave you are generally entitled to return to the same job as you had before your leave began. If you are away for more than 26 weeks, however, there may be circumstances in which that is not reasonably practicable. In that case, the Company will provide you with a suitable and appropriate role at the same level of seniority and on no-less favourable terms and conditions.

Dismissal or resignation

While on maternity leave you remain employed by the Company and bound by your contract of employment. If you decide that you want to leave your employment you will need to submit your resignation in the normal way.

The Company will not dismiss you for any reason related to your pregnancy or your exercise of any right which arises from it. However, if separate circumstances require your dismissal (for instance, because of redundancy) then that will bring your maternity leave to an end.

If your position becomes redundant during your maternity leave then you will be offered any suitable alternative work that is available.

Maternity pay

Statutory Maternity Pay (SMP) is paid to employees who have at least 26 weeks' service immediately before the 15th week before the expected week of childbirth and whose pay is above the Lower Earnings Limit for paying National Insurance Contributions (this changes each year). Employees who earn below that amount may be entitled to a state benefit called Maternity Allowance. The Company will provide you with an appropriate form to help you claim this, where appropriate.

To pay SMP, the Company needs to be given at least 28 days' notice that you intend to claim it. This will normally be given when you inform the Company of your intended start date for maternity leave. If it is not possible to give 28 days' notice, you should give as much notice as is reasonably practicable.

SMP is paid for a maximum total of 39 weeks. The first 6 weeks are paid at 90 per cent of your normal weekly earnings¹ and the remaining 33 weeks are paid at a flat rate specified in legislation (this changes each year).

¹ This is based on an average of your total earnings in the eight weeks immediately preceding the 14th week before your expected week of childbirth

Your entitlement to SMP will be affected if you undertake any paid work (other than 'Keeping in Touch' days, described below) or are taken into legal custody at any time during your period of SMP entitlement. You should inform the Company immediately of any such change in your circumstances.

Returning to work early

Not every employee will want to take the full 52 weeks of maternity leave. Some may simply want to return to work early and others may wish (with their partner) to take advantage of the right to shared parental leave (see below).

In order to make arrangements to accommodate an early return the Company is entitled to ask for 8 weeks' notice of the new date, and if that is not given may delay your return until 8 weeks have passed since your notification.

In any event the law requires that you must not be permitted to return to work during the two weeks immediately following the birth.

Returning to work late

Following your maternity leave, you are required to return to work on the date notified to you as your expected date of return. If you are unwell on that date then you should follow the sickness absence procedure set out in Section 6.2 of this handbook.

If you are entitled to begin some other period of leave (such as annual leave or parental leave) then you should ensure that you have followed the appropriate procedure for taking such leave as set out in this handbook.

Maternity suspension (health and safety reasons)

Depending on the nature of your job, there may be circumstances in which it is unsafe for you to continue working while you are pregnant. In some circumstances the law requires a pregnant employee to be suspended on full pay or transferred to alternative duties. Jobs which may come under this category are identified in the risk assessments that the Company has carried out under its health and safety policy. If you are affected by any health and safety issues connected with your pregnancy, then the Company will discuss any detailed arrangements that need to be made until it is safe for you to return to your original duties.

5.3 Adoption leave

Employees who are matched with a child for adoption may be entitled to take up to 52 weeks' adoption leave.

Adoption leave is also available to individuals fostering a child under the "Fostering for Adoption" scheme.

Where two parents are adopting a child, only one of them may take adoption leave, and the other (whether a man or woman) is entitled to take paternity leave. If both adoptive parents qualify, they may each take shared parental leave.

The arrangements for taking adoption leave are similar to the arrangements for taking maternity leave, but there are several important differences. The key ones are set out below, but if you believe you are entitled to adoption leave you should discuss the situation with an appropriate manager who will ensure that you have all the necessary information.

Notification

If you intend to take adoption leave you should notify the Company of this within seven days of being notified that you have been matched with a child for adoption (or as soon as is reasonably practicable).

Your notification should set out:

- the date when the child is expected to be placed with you; and
- the date when you want to start your adoption leave.

As with maternity leave, you can change your mind about the start date provided the Company is given at least 28 days – or as much notice as is reasonably practicable.

The Company is entitled to require proof of the adoption which usually takes the form of a matching certificate provided by the agency placing the child.

Adoption leave is the same in duration as that of maternity leave and will last for 52 weeks unless you choose to return early or take advantage of shared parental leave. You may choose to start the leave from the date when the child is placed with you or at any time in the preceding two weeks.

If, for any reason, the placement is brought to an end – for example because the match turns out to be unsuitable – then adoption leave will continue for 8 weeks beyond the end of the placement. After that period you will be expected to return to work as normal.

Adoption pay

The arrangements for statutory adoption pay are similar to those for SMP (set out above).

Returning to work following adoption leave

Your return to work at the end of your adoption leave is on the same basis as for the end of maternity leave (set out above).

5.4 Paternity leave

Employees with six months' service will be entitled to take paternity leave if they expect to have parental responsibility for a child and they are either the mother's partner or one of the adoptive parents. The purpose of the leave must be either to care for the child or to provide support for the child's mother or adoptive parent.

There are a number of administrative requirements that must be met in relation to taking paternity leave and employees should discuss their plans with their line manager at as early a stage as possible. The following paragraphs set out the basic requirements, but there are additional requirements that must be met when adopting a child from overseas and employees in this position should talk to their manager who will make sure that full information is provided.

Employees entitled to take paternity leave are entitled to take either one or two weeks of leave. If two weeks are taken they must be consecutive and no individual days can be taken except with the agreement of the Company.

Paternity leave cannot start before a child is born and must be taken at some stage within the first eight weeks following birth (except when the child is born prematurely in which case the leave must be taken within the eight weeks following the expected week of childbirth).

Most new parents choose to begin paternity leave on the date their child is born, but you may if you wish begin the leave at any time you choose provided that the whole of the leave is taken by the end of those eight weeks.

In order to qualify for paternity, leave you must notify the Company at least 15 weeks before the expected week of your child's birth or within 7 days of having been notified that a child will be placed for adoption. Your notification should specify how much leave you intend to take and when you intend the leave to begin. Should your plans change, you will need to give the Company 28 days' notice of any revision.

Paternity leave is payable at the statutory rate, which is subject to change every year. You can check the most up-to-date figure with your line manager.

5.5 Parental leave

Parental leave is a flexible form of unpaid leave designed to help employees spend time caring for their children. Parental leave can be taken up until the

child's 18th birthday and is available to employees who have at least one year's service and who have formal parental responsibility for a child.

The basic entitlement is to 18 weeks of unpaid leave in respect of each child.

Parental leave must usually be taken in blocks of one week or more and no more than four weeks' leave will be granted in a single year. However, more flexibility is available in respect of disabled children and you should discuss your requirements with your line manager if this applies to you.

A request to take parental leave should be submitted 21 days in advance. While the Company will always try to accommodate requests for parental leave, it has the right to postpone any leave for up to six months in order to accommodate business need.

No postponement will be required if you choose to take your first instalment of leave immediately after the birth or adoption of your child. In such circumstances you need only inform the Company of your intention 21 days before the expected date of birth or placement. The leave will then begin automatically when your child is born or placed with you.

Parental leave is an entitlement that can be transferred from one employment to another. You may therefore join the Company with some outstanding parental leave attaching to a particular child. In such circumstances you should be aware that the qualifying period for taking parental leave still applies and you will need to have been employed for at least one year before you can resume taking parental leave.

5.6 Shared parental leave

Shared parental leave is a flexible form of leave available to both parents designed to encourage shared parenting in the first year of a child's life. It allows a more flexible pattern of leave than the traditional arrangement under which the mother takes extensive maternity leave and the father takes a short period of paternity leave.

Employees who give birth or adopt remain entitled to take the full 52 weeks of leave if they choose to do so and the arrangements described above for maternity and adoption leave continue to apply. However, an employee may choose to share part of that leave with their partner provided that certain qualifying conditions are met. When leave is shared in this way, there is no need for the 'primary' leave taker to have returned to work. Both parents can be on

leave at the same time, provided that the combined amount of leave taken by the parents does not exceed 52 weeks and provided that all of the leave is taken before the end of 52 weeks following the birth of the child or its placement for adoption.

Generally, parents will qualify for shared parental leave provided that both are working and that each has at least 26 weeks' service with their respective employers. To exercise the right, both parents must inform their employer that they intend to take shared parental leave – usually at the same time as the employer is notified that an employee is pregnant or plans to adopt. They must also give an indication of the pattern of leave that they propose to take.

A parent proposing to take a period of shared parental leave must give the Company 8 weeks' notice of any such leave. Depending on the circumstances, it may be possible for the Shared Parental Leave to be taken in intermittent blocks, with one parent returning to work for a time before taking another period of shared parental leave. Such an arrangement can only be made with the agreement of the Company. While every effort will be made to accommodate the needs of individual employees, the Company may insist on shared parental leave being taken in a single instalment. Any decision as to whether to permit intermittent periods of leave is entirely at the Company's discretion.

An employee absent on shared parental leave will be entitled to a weekly payment equivalent to the lower fixed rate of SMP. The number of weeks for which payment will be made will vary depending on the amount of SMP paid to the mother while on maternity leave. Essentially, if the mother ends (or proposes to end) her leave with 10 weeks of SMP entitlement remaining, the parent taking shared parental leave will be entitled to be paid for the first 10 weeks of leave.

Because of the number of options available, shared parental leave can be quite a complicated entitlement. If you want to take advantage of shared parental leave you should discuss this with your line manager who will check that you qualify and help guide you through the procedure.

5.7 Keeping in touch days

Employees during a period of maternity, adoption or shared parental leave are entitled to 10 keeping in touch days (KIT days). These allow the employee to attend work to catch up on the latest developments, undergo training or some other development activity, or to take part in important meetings without losing their right to subsequent pay entitlements. Employees on shared parental leave are entitled to a further 20 KIT days.

These 'keeping in touch days' are entirely voluntary and employees will not be required to take part, nor is the Company under any obligation to arrange for keeping in touch days.

Any payment for attending work on such days will be agreed between the Company and the employee at the time the keeping in touch day is arranged.

There is no legal requirement to receive pay for these days.

5.8 During maternity/adoption or shared parental leave

The Company is keen to keep in touch with employees who are on extended periods of leave, to inform them of any news and consult them over any changes which may take place in the business. However, we appreciate that many employees would prefer to be left alone at this very important time in their lives. In order to get the balance right, your manager may, before your leave begins, discuss with you how best we can keep in touch while you are away.

Please be aware, however, that if an important issue arises on which you need to be consulted, the Company may have a legal obligation to discuss the issue with you and keep you informed.

6

– HOW WE RESOLVE ISSUES

When problems arise in the employment relationship it is important that they are dealt with fairly and promptly. This section sets out the procedures that the Company will follow in such cases.

6.1 Performance improvement procedure

It is in everybody's interests for employees to perform well at their jobs and the Company aims to ensure that all employees are given the support needed to ensure that they do so. Where there are issues with performance then the employee should receive feedback from their manager setting out any concerns. Discussions should take place about how that performance can be improved. This procedure is designed to be used when such informal discussions do not lead to the employee's performance improving to an acceptable level.

Where an employee's poor performance is believed to be the result of deliberate neglect, or where serious errors have been made to the detriment of the

Company then it may be more appropriate to use the disciplinary procedure. Which procedure to use shall be at the discretion of the Company.

The Company also reserves the right not to follow this procedure in full for employees who are within their first two years of employment with the Company.

The right to be accompanied

Employees are entitled to be accompanied at any meeting held under this procedure by a fellow employee or trade union official of their choice. The Company will provide any chosen companions with appropriate paid time off to allow them to attend the meeting. It is, however, up to the employee in question to arrange for a companion to attend the meeting.

If your chosen companion cannot attend on the day scheduled for the meeting then the Company will agree a new date. This will usually be within 5 working days of the date originally scheduled. If your companion is not available within that timescale, then you may need to find someone else to take their place.

The Companion's role is to advise you during the meeting and make representations on your behalf. However, both you and your companion are required to cooperate in ensuring a fair and efficient meeting. The companion is not entitled to answer questions on your behalf.

Stage one

The employee's manager will inform them of the nature of the problem and confirm this in writing. The employee will be invited to a meeting to discuss the issues raised by the manager's concerns. The meeting will be conducted by the employee's line manager and will consider any representations the employee may make about their performance, whether it needs to be improved, and if so what steps can be taken to help the employee reach the appropriate level.

Following discussion of the problem, the line manager may choose to take no further action; to refer the matter for investigation under the disciplinary procedure or to issue a formal Performance Improvement Plan.

Performance Improvement Plan

A Performance Improvement Plan (PIP) is a series of measures designed to help improve the employee's performance. Each measure will ideally be agreed with the employee, though the Company reserves the right to insist on any aspect of the PIP in the absence of such agreement.

Each PIP will be tailored to the particular situation, but will contain the following elements:

Timescale: the overall timescale in which the necessary improvement must be achieved will be set out, together with the timescale for reaching individual milestones where appropriate.

Targets: The PIP will specify the particular areas in which improvement is needed and set out how and on what criteria the employee's performance will be assessed. Where appropriate, specific targets will be set which will need to be achieved either by the end of the plan or at identifiable stages within it.

Measures: The PIP will specify what measures will be taken by the Company to support the employee in improving their performance. Such measures may include training, additional supervision, the reallocation of other duties, or the provision of additional support from colleagues.

Feedback: As part of the PIP the employee will be given regular feedback from their line manager indicating the extent to which the employee is on track to deliver the improvements set out in the plan

If at any stage the Company feels that the PIP is not progressing in a satisfactory way, a further meeting may be held with the employee to discuss the issue. As a result of such a meeting the employer may amend or extend any part of the plan.

Review

At the end of the PIP the employee's performance will be reviewed. If satisfactory progress has been made the employee will be notified of this fact in writing. If the manager feels that progress has been insufficient then they may decide to extend and /or amend the PIP to such extent as seems appropriate. Alternatively, the manager may refer the matter to a meeting under Stage two of this procedure.

Following the successful completion of a PIP the employee's performance will continue to be monitored. If at any stage in the following 12 months, the employee's performance again starts to fall short of an acceptable standard, their line manager may decide to institute stage two of this procedure.

Stage two

If a PIP has not led to sufficient improvement in the employee's performance, the employee will be invited to attend a formal performance management hearing. The invitation will set out the respects in which the line manager believes that the employee's performance still falls short of an acceptable standard.

The hearing will be conducted by a member of the senior management team.

At the hearing, the employee will be given an opportunity to respond to any criticism of their performance and to make representations about any aspect of the way in which the process has been managed.

If the hearing concludes that reasonable steps have been taken which should have allowed the employee to perform to an acceptable standard but that these measures have not worked then a **formal final warning** may be issued. The warning will explain the nature of the improvement which is required in the employee's performance and state that the improvement must be immediate and sustained. It will also explain that if this improvement does not take place then the employee may be dismissed. Where it is appropriate, the warning may be accompanied by an extended or revised PIP.

The warning will remain current for a period of 12 months; after which time it will cease to have effect.

Stage three

If an employee has been issued with a warning under stage two which remains current, and the [appropriate manager] believes that the employee's performance is still not acceptable then the matter may be referred to a further performance management hearing.

The employee will be informed in writing of the grounds of which the hearing is being convened and in particular will be told of the respects in which their performance continues to fall below an acceptable standard.

The hearing will be conducted by an appropriate manager.

At the meeting the employee will be able to respond to any criticisms made of their performance and make representations about how the situation should be treated.

The manager conducting the meeting may take such action as is judged appropriate up to and including a decision to dismiss the employee.

Any dismissal under this procedure will be with notice or payment in lieu of notice and the decision to dismiss together with the reasons for dismissal will be set out in writing and sent to the employee.

Appeals

An employee may appeal against any decision taken under this procedure. The appeal should be submitted in writing within one week of the action complained of. An appeal hearing will then be convened to consider the matter. Any PIP that is in force, together with any measures or objectives included within it, will continue in place during the appeal process.

The outcome of the appeal will be confirmed to the employee in writing explaining the grounds of which the decision was reached. The outcome of the appeal will be final.

Redeployment

There may be circumstances in which it becomes clear that an employee would be better suited to a different role within the Company. However, any offer to redeploy the employee will be entirely at the Company's discretion and will only be made when the Company is confident that the employee will be able to perform well in the redeployed role and where there is a suitable available vacancy.

Redeployment may be offered as an alternative to dismissal where the Company is satisfied that the employee should no longer be allowed to continue to work in their current role. While the employee is free to refuse any offer of redeployment, the only alternative available in these circumstances will usually be dismissal.

6.2 Sickness absence procedure

The Company may need to dismiss an employee whose attendance does not meet an acceptable standard either because of a long-term absence or because of a series of short-term absences. Such dismissals do not depend on any wrongdoing on the employee's part and do not mean that the Company does not accept that their absences are genuinely due to illness or injury. Rather, dismissal is recognition that unfortunately the employee is no longer able to perform their role, or attend work on a sufficiently regular basis to make their continued employment a viable option.

Short-term absence

An employee who is absent on more than 3 occasions within a 6-month period will be invited to a meeting to discuss their attendance. The meeting will usually be conducted by the employee's line manager and the employee will have a right to be accompanied by a fellow employee or a trade union official on the same basis as set out in the performance management procedure.

At the meeting the employee will be asked to explain the level of their absence. Where there is any indication that the absences are caused by an underlying medical condition then the matter may be dealt with under the procedure for long-term absence set out below. The Company may also seek medical evidence from either the employee's doctor or an occupational health specialist in which case the meeting will be adjourned for a report to be obtained

Subject to any medical evidence, the manager conducting this first-stage meeting may decide to issue a warning to the employee setting out the

Company's expectations regarding attendance and indicating the level of improvement needed. A review period will normally be set which may range from one month to 12 months depending on the circumstances.

If the employee's attendance does not improve to the extent required they may at any stage in the review period be invited to attend a second-stage meeting to discuss the matter. The meeting will again be conducted by the line manager and the employee will be entitled to be accompanied by a fellow employee or trade union official. This meeting may result in an extension of the review period or the issuing of a final written warning requiring the employee's attendance to improve and setting out the level of improvement required over a specified period of up to one year.

If the employee does not meet this standard and there is no underlying condition where reasonable adjustments would assist the employee to attend then they may be dismissed. A final meeting will be convened which shall be conducted by a manager with appropriate authority to dismiss and will consider any representations made by or on behalf of the employee who will once again have the right to be accompanied by a fellow employee or trade union official.

Any dismissal arising out of this meeting will be with notice.

There is a right of appeal against a decision to dismiss which must be exercised within five working days of the decision being communicated.

Long-term sickness absence

Where an employee is absent for an extended period – or it is clear that their absence is likely to continue for some time – then the Company will want to investigate the prospects for their return and consider what actions can be taken to facilitate this. The extent to which the Company can continue to accommodate an employee's absence will depend on a range of factors, including the role of the employee and the prevailing circumstances of the business.

The Company will seek medical advice as to the employee's condition either from the appropriate professionals caring for the employee or from a specialist occupational health practitioner. The focus will be on ascertaining when the employee will be able to return to work and what steps the Company can take to facilitate this.

An employee is not obliged to consent to any medical reports or records being shared with the Company as part of this process. However, in the absence of medical evidence the Company will have to work on the basis of what information is available in reaching its decision.

One or more meetings will be arranged with the employee to discuss their condition, the prospects for any return to work, and whether anything more can be done by the Company to help. The employee will be entitled to be accompanied at the meeting by a fellow employee or trade union official.

Every effort will be made to make suitable arrangements for the meeting to allow the employee to attend. Where the employee is simply too ill to take part in the process, however, the Company may proceed to dismissal in the absence of a meeting taking into account any representations made on the employees' behalf.

Where it appears that the employee will be unable to return to work within a reasonable time frame then the Company may need to consider dismissal. Any dismissal will be with notice.

There is a right of appeal against a decision to dismiss which must be exercised within five working days of the decision being communicated.

6.3 Bullying and harassment procedure

Bullying or Harassment in any form is completely unacceptable. Usually what constitutes as capable of amounting to bullying or harassment is a matter of common sense and the Company expects employees to consider how their words and actions may be seen by others and avoid behaving in such a way as to cause offence or create an unpleasant working environment.

Employees should be aware that what one person considers to be a harmless joke may be offensive to others. It is the responsibility of each individual employee to ensure that their behaviour does not cause offence and to stop immediately if a colleague tells them that their behaviour is unwanted or offensive to them.

It is also extremely important that the views of those who object to behaviour in this way are respected and that they are not subjected to any adverse comment or behaviour.

For more information, see the company's Discrimination, Sexual Harassment and assault at work policy.

Making a complaint

Employees who feel that they are being bullied or harassed in the workplace or that such behaviour is taking place should raise their concerns with their line manager or if that is not appropriate with an appropriate person in HR. Every attempt will be made to treat allegations in confidence. However if the Company decides that formal disciplinary action needs to be taken then it may be

necessary to disclose enough information to the accused employee to enable them to put their side of the story.

All complaints will be taken seriously and fully investigated. Disciplinary action will be taken where it appears to the Company that an employee has engaged in bullying or harassment. In serious cases this may result in dismissal for gross misconduct.

Because of the serious nature of such complaints, the making of any malicious or deliberately false complaint will itself be treated as gross misconduct that will usually result in dismissal.

6.4 Disciplinary procedure

The Company always tries to deal with disciplinary issues fairly and promptly. This procedure sets out the framework under which allegations of misconduct will be investigated and considered. While the procedure set out in this policy will be appropriate in most cases, there may be situations in which it is not practicable to comply with a particular requirement of it. When this happens the Company will do its best to deal with the matter fairly and will pay particular attention to the need to give the employee every opportunity to explain their version of events.

The Company reserves the right not to follow this procedure in full for employees who are within their first two years of employment with the Company.

Informal action

Most minor acts of misconduct can be dealt with informally through discussions between an employee and their line manager. This may consist of management guidance or an informal warning given orally or in writing. These steps are an everyday part of the management process and no formal procedure needs to be followed in respect of them.

Where informal action of this kind fails to resolve an issue, or where the misconduct alleged is considered too serious, then the matter will be dealt with formally under this procedure.

Investigation

If it is alleged that you have committed misconduct, an appropriate investigation will be carried out aimed at gathering all of the relevant evidence. You may be interviewed as part of this investigation and will have the opportunity to point the investigator towards any evidence that you feel is relevant. The right to be accompanied (see below) does not apply to any investigatory interview.

Suspension

If an allegation of misconduct is made against you, then you may be suspended from your duties on full pay while the matter is being dealt with. The Company will make every effort to ensure that any period of suspension is kept as short as possible. The purpose of a suspension is either to allow an unhindered investigation to take place, or to protect the interests of the Company and its employees. During any period of suspension you may be instructed not to contact other members of staff except for the purposes of preparing for any disciplinary hearing, where specific arrangements will be made with you. This is not a disciplinary sanction and should not be seen as a predetermination of any disciplinary process.

Hearing

Once the investigation has been carried out, the investigating officer will make a decision about whether there is sufficient evidence to warrant a disciplinary hearing. If there is you will be informed of this and an appropriate date for the hearing will be arranged. This will take place within normal working hours wherever possible. Employees who work night shifts or late shifts may be required to attend a hearing during the day. Where this occurs, the Company will ensure that appropriate arrangements are made to ensure adequate rest between shifts.

To ensure that you have adequate time to prepare for the hearing, the Company will provide you in advance with a copy of all of the written evidence that will be considered at the hearing. In exceptional cases the Company may need to withhold the identities of certain witnesses or hold back sensitive items of evidence. This will only be done where it is considered necessary to protect individuals or the essential interests of the Company and every effort will be made to ensure that you are given as much information as possible so that a fair hearing can be conducted.

You will be given sufficient notice of any hearing to allow you to prepare for it. While this will vary from case to case, the Company will generally try to give at least two days' notice of any hearing and in complicated cases a longer period of notice may be given.

The purpose of the hearing will be to consider the evidence gathered during the investigation and to consider any representations made by you or on your behalf. The hearing will be conducted by an appropriate manager who, wherever possible, has not previously been involved in the case and who was not responsible for carrying out the investigation.

The right to be accompanied

Employees are entitled to be accompanied at any disciplinary hearing by a fellow employee or trade union official of their choice. The Company will provide any chosen companion with appropriate paid time off to allow them to attend

the hearing. It is, however, up to the employee in question to arrange for a companion to attend the hearing.

If your chosen companion cannot attend on the day scheduled for the hearing then the Company will agree a new date. This will usually be within 5 working days of the date originally scheduled. If your companion is not available within that timescale, then you may need to find someone else to take their place.

The companion's role is to advise you during the hearing and make representations on your behalf; it is not to answer questions for you. However, both you and your companion are required to cooperate in ensuring a fair and efficient hearing. The companion cannot answer questions on your behalf.

Evidence

The hearing will consider any evidence you choose to present. Should witnesses be prepared to appear on your behalf they will be permitted to do so provided that their evidence is relevant to the issues that need to be decided. The Company will not compel or require any employee to appear as a witness on your behalf and in most circumstances evidence arising from the investigation will be presented in written form. You will be entitled to challenge any of the evidence presented but will not be entitled to cross-examine witnesses.

Disciplinary action

After considering all of the evidence, including any submissions made by you or on your behalf, the manager conducting the hearing will decide on the outcome. If misconduct is found to have taken place then the usual outcome will be a **written warning** which will be placed on your personnel file.

A warning will stay active for a period of one year, after which it will not be taken into account in any future disciplinary action.

If however a further instance of misconduct is found to have occurred (in accordance with this procedure) during the currency of a warning – or if any misconduct is considered to be serious enough to warrant it – then, subject to the formal process above being followed, you will be issued with a **final written warning**.

A **final written warning** will usually remain active for one year, but a longer period may be specified if the manager conducting the hearing feels that the circumstances warrant it.

An employee who is found to have committed further misconduct during a period covered by a final written warning will, following a hearing conducted in accordance with this procedure, generally be dismissed.

Dismissal

An employee will not normally be dismissed under this procedure for a single instance of misconduct unless a final written warning is already in place. However, where gross misconduct is found to have occurred then dismissal without notice or payment in lieu will be the usual outcome.

Gross misconduct is misconduct that is so serious that it fundamentally undermines the relationship between employer and employee. If you are accused of gross misconduct this will be made clear when you are invited to a disciplinary hearing. A wide range of behaviours can amount to gross misconduct but the most common involve dishonesty, violent or aggressive behaviour, the wilful destruction of Company property or a deliberate refusal to obey a reasonable instruction. Further details of what constitutes gross misconduct are found in the Code of Conduct (Section 3).

Appeal

An employee may appeal against the outcome of a disciplinary hearing by doing so in writing within one week of being notified of the outcome. The person to whom an appeal should be directed will be detailed in the disciplinary outcome letter. An appeal hearing will be convened and conducted by an appropriate member of the senior management team.

The appeal will consider any grounds the employee chooses to put forward and they will have the same right to be accompanied as at a disciplinary hearing. The result of the appeal hearing will be final.

Employee absence

It is important that disciplinary issues are dealt with promptly. The Company may therefore need to proceed with a disciplinary hearing even if the employee is absent due to ill health or simply does not attend. Before hearing the matter in an employee's absence, the Company will attempt to arrange the hearing in such a way that the employee will be able to attend or to submit written representations to the hearing and/or to arrange for an appropriate representative to attend the hearing on their behalf.

6.5 Grievance Procedure

The Company aims to be responsive to concerns raised by employees and if you are unhappy with something affecting you at work you are encouraged to raise this with your line manager. If that is not possible then you should speak to a member of the management team who will try to assist you in resolving any issue you may have. The following procedure is designed to be used when these informal attempts to resolve any dispute have not been successful.

Raising a grievance

If you feel that the matter needs to be raised formally you should raise a grievance by making a written complaint, stating that it is being made under this procedure. You should give as much information about your grievance, including any relevant dates and times, as you can, so as to allow for any investigation into your concerns to take place.

A grievance will normally be dealt with by your line manager and should be addressed to them directly. Where the grievance is directly concerned with your line manager's behaviour, however, you should submit your grievance to another member of the management team who will arrange for somebody who is not directly involved in the issue to deal with it.

Grievance hearing

A grievance hearing will then be arranged so that you can explain the issue and suggest how it can be resolved. You will have the right to be accompanied by a fellow employee or trade union official as described in Section 6.1, above. The manager conducting the hearing will consider what you have said and may either deal with the matter immediately or decide to carry out further investigations. In that case the hearing will be adjourned until the investigation has been completed.

Once the investigations are concluded, if new information comes to light, if it is considered appropriate, you may be invited in to a reconvened meeting, to have the opportunity to consider and respond to the findings of the investigation. Following this a decision on the outcome of your grievance will be made.

Allegations of misconduct

Where an employee is making allegations of misconduct on the part of other employees then the Company may need to carry out an investigation into the allegations and pursue the matter through the disciplinary procedure. Where this happens the grievance will be held over until the disciplinary process has been concluded.

Relationship with other procedures

Where your grievance relates to the conduct of other procedures such as the disciplinary or performance management procedures then the Company may choose to either delay the consideration of the grievance until that procedure has been completed or to deal with the grievance in the course of that procedure or by way of appeal if that appears to be a fairer or more straightforward way of dealing with the issue.

Appeals

If you are dissatisfied with the outcome of a grievance, then you may appeal. You should submit your appeal in writing within one week of being informed of the outcome of your grievance. Your appeal should be directed to the person



named in the grievance outcome letter. An appeal hearing will then be convened and conducted by an appropriate member of the senior management team. You will have the right to be accompanied at the appeal by a fellow employee or trade union official as described in Section 6.1.

The outcome of any appeal will be final.