



**Junior
Achievement
Isle of Man**

Member of
JA Worldwide

**Junior Achievement Isle of Man
STAFF HANDBOOK**

September 2023

Version 3

Introduction and Welcome

We would like to take this opportunity to welcome you to **Junior Achievement Isle of Man Limited** ('JA' or the 'Company'), and to express the hope that your association with the Company will be a long, happy and mutually beneficial one.

The Handbook covers all employees of JA and is intended to provide a good understanding of the Company's policies and procedures and to provide information to assist in developing a good working relationship between you and the Company. In addition, it highlights the responsibility everyone has in contributing to the harmony and success of our working environment. For ease of reference the handbook is split into 8 Sections.

The contents of the Staff Handbook do not form part of the terms of your contract of employment with the Company, which are provided to you separately. However, it should be referred to for information regarding Company policies, procedures and rules to comply with.

The Handbook will be regularly reviewed, and you will be notified of any changes or provided with an updated version. Should there be any conflict between this Handbook and your Contract of Employment, the terms and conditions of your Contract of Employment will prevail.

It is the duty of every employee to observe Company rules contained in this (and any subsequently issued) Handbook, and to behave, at all times in a courteous way towards the Company, fellow colleagues, associates, and clients. Failure to comply with Company rules may render an employee liable to disciplinary action in accordance with the Company's Disciplinary Policy and Procedure, which ultimately could result in dismissal.

If you have any questions regarding the Handbook, its interpretation, or how to deal with a particular process, please refer these to the Chief Executive.

Sue Cook

Sue Cook
CHIEF EXECUTIVE

CONTENTS

SECTION 1 – JOINING THE COMPANY	5
1.1 CHARITY ETHICAL PRINCIPLES	5
1.2 EMPLOYMENT POLICY	5
1.3 EQUAL OPPORTUNITIES POLICY	5
1.4 PRE-EMPLOYMENT CHECKS	8
1.5 SAFEGUARDING POLICY	8
1.6 PHOTOGRAPHY & VIDEO POLICY FOR STUDENTS	9
SECTION 2 – GENERAL POLICIES	10
2.1 REMUNERATION / SALARY PAYMENTS	10
2.2 HOURS OF WORK	10
2.3 OVERTIME	11
2.4 ANNUAL LEAVE AND PUBLIC HOLIDAYS	12
2.5 PROBATIONARY PERIOD	13
2.6 SECONDARY EMPLOYMENT	13
2.7 CONFLICTS OF INTEREST	14
2.8 ABSENCE AND ATTENDANCE MANAGEMENT	14
2.9 SPECIAL LEAVE / ABSENCE	17
2.10 MATERNITY LEAVE	18
2.11 PATERNITY LEAVE	21
2.12 PARENTAL LEAVE	22
2.13 ADOPTION LEAVE	24
2.14 FLEXIBLE WORKING	27
2.15 REIMBURSEMENT OF EXPENSES	29
SECTION 3 – HEALTH & SAFETY	30
3.1 HEALTH AND SAFETY	30
3.2 ALCOHOL AND DRUGS POLICY	32
3.3 ADVERSE WEATHER POLICY	33
3.4 STRESS MANAGEMENT	35
3.5 PANDEMIC CONTINGENCY	37
3.6 MENOPAUSE POLICY	39
3.7 EARLY/LATE & LONE OFFICE WORKING POLICY	44
SECTION 4 – WORKING ENVIRONMENT	46
4.1 GENERAL CONDUCT	46
4.2 FACILITIES, PROPERTY & PREMISES	46
4.3 DRESS CODE / PERSONAL APPEARANCE	47
4.4 MAIL, TELEPHONE AND DEVICE USE	47
4.5 BUSINESS CONFIDENTIALITY	47
4.6 ANTI-BRIBERY AND GIFTS FROM THIRD PARTIES	48
4.7 WHISTLEBLOWING POLICY	51
4.8 THE MEDIA	53
SECTION 5 – LEAVING THE COMPANY	54
5.1 RESIGNATION AND EXIT INTERVIEW	54
5.2 GARDEN LEAVE	54
5.3 OBLIGATIONS UPON LEAVING THE COMPANY	55
5.4 RETIREMENT	55
5.5 REDUNDANCY	55
SECTION 6 – EMPLOYEE RELATIONS	56
6.1 DISCIPLINARY POLICY AND PROCEDURE	56
6.2 GRIEVANCE POLICY	61
6.3 ANTI-BULLYING AND HARASSMENT POLICY	63
SECTION 7 – TRAINING & DEVELOPMENT	66
7.1 TRAINING AND DEVELOPMENT	66

7.2 PERFORMANCE REVIEW.....	66
SECTION 8 – IT & DATA SECURITY.....	68
8.1 IT AND INFORMATION SECURITY POLICY	68
8.2 SOCIAL MEDIA POLICY	71
8.3 DATA PROTECTION	76
APPENDIX 1 – SAFE RECRUITMENT POLICY.....	77
APPENDIX 2 – SAFEGUARDING POLICY FOR STAFF & VOLUNTEERS	83
APPENDIX 3 – SOCIAL MEDIA RISKS TO CHILDREN & YOUNG PEOPLE.....	90
APPENDIX 4 – POTENTIAL INDICATORS OF ONLINE GROOMING	91
APPENDIX 5 – SAFEGUARDING ISSUES.....	92

SECTION 1 – JOINING THE COMPANY

1.1 CHARITY ETHICAL PRINCIPLES

JA has adopted the NVCO's Charity Ethical Principles (Principles) and strives to achieve these on an ongoing basis throughout its work. The Principles cover:

- Beneficiaries first
- Integrity
- Openness
- Right to be safe

Detailed information regarding the Principles can be found here: <https://www.ncvo.org.uk/policy-and-research/ethics/ethical-principles>

If you have any questions on the Principles, please refer these to the Chief Executive.

1.2 EMPLOYMENT POLICY

It is our Company policy that:

- Our HR / personnel policies and procedures meet legislative requirements and are regularly reviewed and updated;
- We provide all our employees with a Staff Handbook, and updates (as and when required);
- We are an equal opportunities employer and apply equal opportunities throughout our recruitment and selection, training, promotion, reward, retention, development or any other employment practices;
- We will endeavour to provide a workplace free from all forms of illegal discrimination, and provide equality of opportunity to every employee and job applicant;
- We will endeavour to provide a workplace free from sexual or other forms of harassment, and deal with any allegations of harassment or bullying promptly and confidentially;
- All complaints of discrimination shall be treated seriously and acted upon promptly;
- We operate a Safe Recruitment Policy (please see Appendix 1);
- Our recruitment and selection decisions will be based solely on an applicant's knowledge, skills, qualifications and ability to do the job role;
- We will take steps to assess an applicant's suitability for a job role via our recruitment and selection procedures and by conducting various pre-employment checks;
- We will comply with our requirements as an employer, undertaking any immigration procedures (visa or work permit applications and renewals), as required. If the Company is unable to obtain any necessary visa or work permit, then the Company's offer of employment will be withdrawn. Where the Company is unable to renew or extend a visa or work permit, then the employee's employment will be terminated;
- We offer coaching and training to help equip staff to perform in their present job, and develop and prepare them for any future responsibilities;
- Employees are encouraged to discuss any concerns or issues at the earliest opportunity with the Chief Executive;
- Where the Company receives requests to provide references on behalf of any employee / ex-employee, these will be dealt with by the Chief Executive of the Company. No other individual is authorised to provide a reference (whether in writing or via telephone) on behalf of the Company;
- We will provide employees, contractors and workers with an Employee Privacy Notice detailing how we collect and use their personal data during and after their working relationship with us.

1.3 EQUAL OPPORTUNITIES POLICY

The Company is an equal opportunities employer. We are committed to ensuring equality of opportunity, fairness of treatment, dignity at work, and the elimination of all forms of discrimination in the workplace.

It is the Company's policy to treat all people, including job applicants, equally and fairly, irrespective of their age, disability, gender reassignment, marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex, sexual orientation ('protected characteristics') or trade union membership or non-membership.

The Company will use its best endeavours to ensure that no policy, procedure, provision, rule, requirement, condition or criterion is imposed on any person without justification if it would be likely to put that person at a disadvantage on any of the above grounds.

All employees are expected to treat all others with dignity and respect, including colleagues, volunteers, clients, visitors and business associates.

You **must not** unlawfully discriminate against or harass other people including employees, job applicants, clients, customers, suppliers or visitors. This applies in the workplace, outside the workplace (when dealing with customers, suppliers or other work-related contacts), and on work-related trips or events including social events.

The following forms of discrimination are prohibited and are unlawful:

- **Direct Discrimination:** treating someone less favourably because of a 'protected characteristic'. For example, rejecting a job applicant because of their religious views or because of their race.
- **Indirect Discrimination:** a provision, criterion or practice that applies to everyone but adversely affects people with a particular 'protected characteristic' more than others and is not justified. For example, a company has a policy only to promote a person who has successfully obtained a post-graduate qualification which could be discriminatory against a 21-year-old who is less likely to have such a qualification.
- **Harassment:** this includes sexual harassment and other unwanted conduct related to a 'protected characteristic', which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Harassment is dealt with under the Company's Anti-Harassment and Bullying Procedure – see clause 7.3
- **Victimisation:** retaliation against someone who has complained or has supported someone else's complaint about discrimination or harassment.
- **Disability discrimination:** this includes direct and indirect discrimination, any unjustified less favourable treatment because of the effects of a disability, and failure to make reasonable adjustments to alleviate disadvantages caused by a disability, where practicable.

Recruitment and Selection

Recruitment, promotion and other selection exercises such as redundancy selection will be conducted on the basis of merit against objective criteria that avoids discrimination. Shortlisting should be completed by more than one person.

Advertisements must avoid stereotyping or using wording that may discourage particular groups from applying.

Job applicants must not be asked questions which might suggest an intention to discriminate on grounds of a 'protected characteristic'. For example, applicants must not be asked whether they are pregnant or planning to have children.

Job applicants must not be asked about health or disability before a job offer is made, except in the very limited circumstances allowed by law. For example – to check that the applicant could perform an intrinsic part of the job (taking account of any reasonable adjustments), or to see if any adjustments might be needed at interview because of a disability.

Where necessary, job offers can be made conditional on a satisfactory medical check. Health or disability questions may be included in equal opportunities monitoring forms, which must not be used for selection or decision-making purposes.

We will check that all employees are entitled to work in the country of their office. Assumptions about immigration status must not be made based on appearance or apparent nationality. All prospective employees, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts.

Disabilities

If you are disabled or become disabled, we encourage you to tell us about your condition so that we can consider what reasonable adjustments or support may be appropriate.

Part-Time and Fixed-Term Work

Part-time and fixed-term employees must be treated the same as comparable full-time or permanent employees and enjoy no less favourable terms and conditions (on a pro-rata basis where appropriate), unless different treatment is justified.

Our Commitment

The Company is committed to:

- Ensuring that all personnel responsible for recruiting and making employment decisions understand the legal, moral and business reasons for providing equal opportunities at work, and that decisions made will be based solely on job-related criteria and the individual's merits and abilities;
- Ensuring that criteria in selection, promotion, training and development, and performance appraisal will be based solely on the person's merit and their ability to accomplish the work;
- Ensuring that at all times and in every aspect of recruitment, selection, training and development that everyone is dealt with in a non-discriminatory way;
- Providing training and development based on an objective assessment of an individual's need and ability;
- Providing a working environment that is free from any forms of discrimination, harassment or intimidation; and operating procedures for effectively resolving any complaints received;
- Ensuring that employees are treated fairly, and any decisions made about them will not be based on bias, prejudice or stereotyping;
- Treating any breaches of the Company's Equal Opportunities Policy as misconduct, or potentially gross misconduct.

The Company is committed to the implementation of this policy and ensuring that it is fully effective. The overall responsibility for the policy and its monitoring lies with the Chief Executive. It is the personal responsibility of **ALL** employees at every level within the Company to comply with the spirit and terms of this policy, which extends to the treatment of employees, prospective employees, and clients.

All people involved in the recruitment, selection, management, promotion and development of employees are responsible for the practical application of the policy. The Company recognises that the provision of equal opportunities in the workplace is not only good management practice, but it also makes sound business sense. A breach of the Company's Equal Opportunities Policy and any unfair or unlawful discrimination will **not** be tolerated and will be dealt with under the Company's Disciplinary Policy and Procedure. In serious cases, this could lead to dismissal.

Any employee who believes that they have been unfairly discriminated against should raise their concern in the first instance with their Manager or, if appropriate, with the Chief Executive. Managers are required to treat any reports of discrimination seriously and if they suspect that there may be inappropriate conduct, they must take action immediately. All concerns and complaints raised must be investigated in a fair, timely and confidential manner.

All employees should refrain from taking discriminatory actions or decisions which are contrary to either the letter or the spirit of the Company's Equal Opportunities Policy. No employee should instruct, induce, or attempt to induce or pressurise any other person to act in breach of this policy.

Employees should not bring forward an untrue or malicious claim. If they are suspected of doing so this will be dealt with under the Company's Disciplinary Policy and Procedure.

All employees are encouraged to address and / or report behaviours which breach the Company's Equal Opportunities Policy.

1.4 PRE-EMPLOYMENT CHECKS

It is the Company's policy to employ suitable candidates / applicants. In order to support this requirement, the Company will take steps to assess an applicant's suitability for a job role via its recruitment and selection procedures and by conducting various pre-employment checks which it deems to be satisfactory. Pre-employment checks may include (but may not be limited to) identity and nationality verification, education and/or professional qualification verification, employment and personal references, credit checks, and Disclosure and Barring Services (DBS) checking procedures.

As an organisation using the DBS checking procedures to assess applicants' suitability for positions of trust, Junior Achievement complies fully with the DBS Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.

However, having a criminal record will not necessarily bar anyone from employment or volunteering for Junior Achievement. This will only depend on the nature and background of any offences

Offers of employment will be conditional upon the receipt of satisfactory enhanced police and pre-employment checks. Where the Company is unable to complete or obtain pre-employment checks to its satisfaction, then the Company's offer of employment will be withdrawn. The Company reserves the right to conduct any pre-employment checks which it deems appropriate. Only authorised personnel will complete pre-employment checking procedures, the details of which will be held confidentially with restricted access. Usually background checks are only initiated at the offer of employment stage; however, the Company may, from time to time, initiate additional checks at any time during an individual's employment with the Company, such as in the event that there are reasons to believe circumstances have changed which may affect an employee's job role.

1.5 SAFEGUARDING POLICY

Junior Achievement (JA) recognises that the welfare of children and young people are paramount and that they all, regardless of ability or culture, have equal rights of protection. JA has a duty of care and will do everything it can to provide a safe, caring and secure environment for them whilst they are engaged in JA activities.

JA must ensure that its policy and any associated procedures and training comply with statutory requirements and reflects available guidance on good practice in safeguarding children and young people, and that safeguarding arrangements are proportionate to the risks involved.

Designated Safeguarding Lead (DSL) for JA: Lisa Morris

The DSL oversees and ensures that JA's policy is fully implemented, and that staff and volunteers are fully supported to comply with the JA Safeguarding Policy. This will include ensuring that all staff who have 1:1 or regular contact with children and young people receive child protection training every 3 years. Volunteers who have 1:1 contact with children and young people will have their DBS check renewed every three years.

The DSL will receive and deal with any complaints made against JA staff in terms of safeguarding.

Please refer to the full Safeguarding Policy located in Appendices 2 – 5 at the end of this handbook. Should you have any queries relating to this policy, please contact the DSL in the first instance

1.6 PHOTOGRAPHY & VIDEO POLICY FOR STUDENTS

Rationale

The purpose of this policy is to ensure the collection and use of student photographs and/or film taken by Junior Achievement

- protects the personal information of individuals
- respects the individual's right to control how and for what purpose their personal information is used
- complies with DESC policy and guidelines

Purpose

- The aim of this policy is to advise parents/guardians when photographs and/or film are to be taken and how they will be stored and used.
- It also provides parents and guardians with the choice to withhold or withdraw consent for their child to be photographed or filmed
- Obtain permission from schools before student photographs and/or film are published

General consent

The Department of Education, Sport and Culture issues a parental consent form directly through the schools. Included with this consent form is a data sharing agreement with Junior Achievement.

Junior Achievement will not use a photograph or video of a student where permission has not been granted.

When images are used for promoting the work of Junior Achievement i.e. website, Facebook, promotional material, personal details of the students will not be disclosed i.e. full names, postal address etc. In this instance the activity will be given general labels such as 'Get a Job' programme.

Taking and storing photographs

JA photographs will be taken by professional photographer Andrew Barton or a member of the JA team. Any photographs taken by the JA team will be done so on a specified camera / tablet which is not for personal use. All photographs will be transferred to the JA server for safe storage.

The JA server is password protected and has the relevant security software in place.

SECTION 2 – GENERAL POLICIES

2.1 REMUNERATION / SALARY PAYMENTS

The performance of the Company is dependent on the quality and commitment of its employees. The Company's remuneration policy is designed to attract and retain employees to ensure the success of the Company. Remuneration packages are designed to reward employees fairly for their contribution.

The Company believes in equal opportunities and is committed to the principle that pay and conditions should not discriminate unlawfully.

Remuneration details will be contained within individual Contracts of Employment and Offer Letters (and/or Staff Handbooks), and changes to remuneration will be advised to employees in writing. Whilst remuneration levels will be reviewed on an annual basis, the review will not necessarily result in an increase in remuneration.

Employees will be paid at their applicable rate on a monthly basis, unless advised otherwise in their Contract of Employment. Payslips will be provided on a monthly basis detailing gross pay and all deductions.

Employees will normally receive their remuneration payments directly by credit transfer into their nominated bank or building society account on the 24th of each month. Payments will be made for the calendar month. Where the 24th falls on a weekend, the payment will be made on the nearest preceding working day. The Company cannot guarantee what time funds will be cleared into an employee's bank account.

The Company is legally obliged to make certain deductions from its employees' gross salary / pay e.g. income tax, national insurance contributions and payments as a result of court orders.

In addition, the Company reserves the right to make deductions from an employee's pay in certain circumstances e.g. refund of training support costs, any overpayment, loan or losses suffered by the Company as a result of your negligence or breach of Company rules or deduction for excess holidays taken upon leaving the Company.

If an employee has been overpaid by mistake either as a one-off or over a prolonged period (e.g. clerical error) the Company reserves the right to reclaim the monies from the employee. Depending upon the amount concerned, an agreement will be reached on how the overpaid monies are to be repaid to the Company and over what timescale.

It is not Company policy to advance monies to employees on account of wages to be earned, although this may exceptionally be permitted at the discretion of the Company.

2.2 HOURS OF WORK

The Company recognises the importance of employees having a work-life balance and will not encourage excessive hours to be worked.

The Company's normal office hours are 8.00am to 6.00pm, Monday to Friday.

The normal hours of work for full-time employees are 35 hours per week. For individual contractual hours of work, each employee should refer to their own Contract of Employment.

For full-time employees, an unpaid lunch break of 1 hour will be permitted each day. You should liaise with your colleagues regarding the taking of lunch hours to ensure that there is sufficient cover within the office at any time. Part-time staff should refer to their Contract of Employment for details of their breaks.

2.3 OVERTIME

All employees may be required to work extra hours for the satisfactory performance of their daily duties as business needs determine/permit. If duties/business needs require employees to work extra hours above their standard working hours to complete their work, then these duties must be completed.

The Company does not offer payment for any overtime worked.

Whilst the working of additional hours is voluntary, the Company expects employees to be flexible in their approach to working hours that may be required above their standard working hours in order to meet the needs of the business and its customers. The Company will make every effort to mitigate the need to work additional hours and will not make unreasonable requests for employees to work additional hours. Time Off in Lieu (TOIL) will be granted when the need for additional hours has been identified by both parties and agreed in advance by the Manager.

TOIL should not, therefore, be used where occasional additional hours are required to compensate for normal fluctuations in workload. Neither should it be seen as an alternative to a flexi-time system.

Principles governing the use of TOIL

- Working additional hours is voluntary.
- The additional hours are sporadic or required for a limited period of time only – if it is for a period longer than a month then the Chief Executive should review the overall staffing needs for the department to ensure working practices are effective.
- Staff will receive appropriate breaks during additional work in order to comply with the Health and Safety procedures set in place.
- TOIL may only be accumulated within a plan agreed with the Chief Executive. Any additional hours worked must be agreed in advance. If this agreement is not in place then the additional hours will not qualify for the accrual of TOIL and will be lost.
- When an employee identifies additional hours which might justify TOIL, he/she should raise this with the Chief Executive in advance of the requirement to work them. TOIL will normally only be granted if agreed in advance.
- Time off accumulated through TOIL arrangements must be equal to time actually worked.
- TOIL should be taken as soon as practicably possible after it has been accrued. If this is not possible it must be taken within 6 months of accrual.
- The Manager and staff must keep a proper account of additional hours worked.
- The operation of TOIL depends on mutual trust. Any suspected abuse of TOIL will be treated as a disciplinary matter.

Examples of time in lieu

- Company Programme Competition rehearsals.
- Harry Potter weekend event.
- Exhibitions during a weekend.
- Rehearsals during a weekend.
- Staying behind for a meeting which cannot be arranged during normal working hours.
- Events in schools after normal working hours i.e. interview workshops.
- Travel to a school before and up to 8.30am where your normal start time is 9.00am and travel to a school before 9.00am where your normal start time is 9.30am.

Events that are not classed as time in lieu

- Company Programme Awards Ceremony.
- Company Programme European Finals (except when it involves working at a weekend).
- European Staff Conference.
- Evening concerts or shows.
- Working through your lunch hour unless by prior arrangement.
- Working late unless by prior arrangement.

Guidance for the treatment of your attendance at evening events

If you are working for the majority of the time and are not able to sit down and enjoy an event, then this would be classed as time in lieu.

2.4 ANNUAL LEAVE AND PUBLIC HOLIDAYS

The Company will provide employees with paid time-off work as holiday leave. Annual leave is defined as pre-approved, pre-scheduled time away from work.

Employees will be advised of their annual leave entitlement in their Contract of Employment. Standard Company holiday entitlement for full-time employees is 25 days in a holiday year. Holiday pay is based on an employee's normal basic rate of pay, for full-time employees, this is 1/260th of their annual salary.

The Company's holiday year runs from 01 January – 31 December annually.

In addition to annual leave, the Company recognises the following IOM public / bank holidays, as follows:

- New Year's Day
- Good Friday
- Easter Monday
- Early May Bank Holiday
- Late May Bank Holiday
- TT Bank Holiday / Senior Race Day
- Tynwald Day
- Summer Bank Holiday
- Boxing Day
- Christmas Day

Employees may be required to work on the above public holidays, in which instance, the employee will accrue a day's holiday in lieu.

Part-time and temporary employees will have their annual leave and public holiday entitlement pro-rated according to their individual working hours and pattern, details of which will be contained within their Contract of Employment. For clarity, new starters, leavers, temporary and part-time employees will receive a pro-rata annual leave and public / bank holiday entitlement.

Holiday will accrue from an employee's first date of employment.

For holidays of 1 week or more, employees should make their holiday requests with at least 4 weeks' notice. Single day holidays should be requested with at least 1 weeks' notice. Holidays of more than 3 working weeks will only be approved in exceptional circumstances.

Due to the nature of the Company's work, no more than one week's holiday may be taken during term-time unless approved by the Chief Executive. Holidays may be granted with less notice being given; however, an employee should be aware that the chance of this being declined is increased due to the potential impact within the department of the late notice.

All holiday requests must be made via email to the Chief Executive.

Whilst the Company will endeavour to be flexible with regard to the taking of holidays, the dates upon which holidays may be taken will remain at the discretion of the Company and subject to management approval. Holidays will be approved on a 'first come first served' basis to ensure that operational efficiency and minimum staffing levels are maintained throughout the year.

Employees should **not** book a holiday until they have received confirmation that their holiday request has been approved. The Company accepts no responsibility for the loss of deposits or other monies if a holiday is booked prior to approval.

All employees are required to take four weeks' annual holiday leave each year (or the pro-rata equivalent) to comply with the minimum statutory annual leave requirements (this includes bank / public holidays). All holiday must be taken in the year in which it accrues, and any unused holiday will be forfeited.

Employees who wish to observe religious festivals / holidays, which do not coincide with IOM public holidays, are required to use their normal annual leave entitlement or request to take unpaid leave.

The Company will honour a holiday a new starter has already scheduled which was booked **prior** to their employment offer date **and which they have raised at interview or during the recruitment process**. The time off may be paid or unpaid depending on the person's annual leave allocation for the year.

If you are sick whilst on annual leave, you may be entitled to have the annual leave allowance reclassified as sick leave and the holidays allocated back to your holiday entitlement. In order for this to happen, you would need to supply evidence of the sickness to the Company i.e. a medical or doctor's certificate to cover the period of absence.

If you are absent through sickness for a continuous period of more than 26 weeks, your holiday and bank / public holiday entitlement will be reduced proportionally based upon the amount of sickness absence above 26 weeks. Should an employee find themselves in this situation, please speak to the Chief Executive who will calculate and confirm the exact holiday entitlement based on their individual absence records.

The Company, at its discretion, reserves the right to require an employee to take all or part of their outstanding holiday entitlement before their date of termination of employment.

Where applicable, payment in lieu will be made for any outstanding unused holiday entitlement at the date of termination of employment, with an employee's final salary payment. Unless agreed by the Chief Executive, holiday may not be taken during an employee's notice period.

If, at the time of leaving, an employee has taken holidays in excess of their pro-rata entitlement, the Company reserves the right to recover and deduct any monies due to the Company from the employee's final salary.

Employees who take annual leave which has not been approved in advance by management will be subject to the Company's Disciplinary Policy and Procedure.

2.5 PROBATIONARY PERIOD

New starters will be subject to a three-month probationary period.

During the probationary period the Company will review and monitor the employee's conduct, performance and standards of work. At the end of the probationary period the employee's performance will be reviewed and, if found satisfactory, the employee's appointment will be confirmed.

If during or at the end of the employee's probationary period the Company considers the employee's performance or conduct has been less than satisfactory, or doubts the employee's suitability for the job, the Company may, at its sole discretion, choose either to terminate the employee's employment (with notice) or to extend the probationary period by a period of time it considers appropriate.

The full Disciplinary Policy and Procedure will not apply during the probationary period.

2.6 SECONDARY EMPLOYMENT

The Company expects employees to devote the whole of their time, attention and abilities to the business of the Company during working hours. It also recognises that employees may wish to obtain secondary employment. Secondary employment is considered to be:

- Paid employment outside of the Company;
- Unpaid employment and/or voluntary work outside of the Company;
- Being self-employed.

Employees must seek permission, in writing, from the Chief Executive before undertaking any secondary employment activities. The following details should be provided in relation to the secondary employment:

- Company name;
- Company occupation/nature of business;
- Nature of secondary employment activities;
- Intended duration of secondary employment (start and end dates, if known); and
- Proposed weekly hours and shifts of work.

Provided that the intended secondary employment does not conflict with the business of the Company, or the employee's duties for the Company, permission will not be unreasonably refused. The Company will reply in writing to all requests for secondary employment in a timely manner.

If you take on additional employment or business activity which could damage our reputation or credibility, or affect your ability to fulfil your duties effectively, or which could create a potential conflict of interest, we reserve the right to require you to choose between your employment with us and that other employment or activity.

Employees absent from work due to sickness or injury should not undertake any secondary employment activities without prior approval from a Director of the Company.

If an employee's performance, attendance or timekeeping falls below acceptable standards, this will be investigated. If the adverse impact on capability or performance is considered to be as a direct result of secondary employment, appropriate action will be taken under the Company's Disciplinary Policy and Procedure.

2.7 CONFLICTS OF INTEREST

Employees must avoid any personal activities, financial transactions or situations in which their personal interests could conflict with the interests of the Company. If there is any doubt as to whether an activity would violate this principle, advice must be sought, in advance, from the Chief Executive. Failure to do so will be considered an act of gross misconduct and dealt with as per the Company's Disciplinary Policy and Procedure.

To ensure transparency Mrs Sue Cook, Chief Executive, holds a Conflicts of Interest Register through which staff can declare any personal conflicts of interests (such as other employment, personal relationships etc.) which is where any such conflicts can be recorded. If you are in any doubt as to whether to declare a potential conflict then please discuss the matter with the Chief Executive, who will be able to provide further guidance.

2.8 ABSENCE AND ATTENDANCE MANAGEMENT

The Company encourages and expects excellent attendance from all employees. It recognises that some absence may be necessary due to sickness and other reasons, but this is not expected to be excessive.

Employees should advise their Manager of scheduled absence appointments as soon as reasonably practicable. The Company may request to see satisfactory supporting documentation for scheduled absences (e.g. a medical/hospital appointment letter).

Routine appointments with doctors, dentists and opticians should be made in your own time where possible. If you do need to take time out of your working day, please try to ensure that it is at the beginning or end of the day. Permission must be given by your Manager for such time off. The Company reserves the right to request proof of appointment or attendance. The Company also reserves the right to require employees to make up any time taken to attend medical appointments, except in the case of ante-natal appointments (see section 2.10).

Scheduled / authorised absences are those absences which **have** been notified to Management and **approved in advance**.

Unscheduled / unauthorised absences are those absences which have not been notified to Management using the Company's notification procedure, and/or are not approved in advance and include: unplanned sickness absence, lateness, taking unapproved annual leave, failing to return to work from a period of authorised leave (e.g. annual leave, maternity leave, paternity leave, adoption leave, parental leave), failure to attend work, and other personal absences.

Employees who anticipate not attending work must personally inform their Manager or the Chief Executive by telephone and provide a reasonable estimate of the length of the unscheduled absence / lateness and the reason for this. This must be done within thirty minutes of the start of the employee's scheduled working day, unless mitigating circumstances prevail. Managers may at their discretion accept other methods of absence notification, but this must be agreed with the employee's Manager in advance.

Frequent lateness or absence may result in disciplinary action and/or loss of pay. Employees should speak directly with their Manager or the Chief Executive if circumstances are being encountered that is impacting upon their timekeeping or attendance.

Where an employee is too sick to personally inform the Company, they must arrange for someone else to contact the Company on their behalf. This notification should ideally be by telephone.

Where absence continues longer than advised or expected, employees should keep in touch with their Manager or the Chief Executive to provide ongoing updates as to their condition and likely return to work date. If an employee's absence is less than 5 days, they will be expected to update the Company on a daily basis unless a Doctor's certificate has been submitted.

Employees will be required to self-certificate for the first 7 (seven) calendar days of all sickness absence and provide this to their Manager. If an employee is absent by the 8th (eighth) day (including Saturday and Sunday), they must send a medical certificate, issued by their doctor / medical practitioner, to their Manager or the Chief Executive.

If an employee has an ongoing medical complaint which means they will be absent from work for ongoing and/or long periods of time, they must ensure that medical certificates are provided for all dates of the sickness absence with no breaks in the dates. All documentation should be provided to their Manager or the Chief Executive.

Employees may be required to attend a Return to Work meeting with their Manager (or designee) to discuss their absence, their fitness to return to work and any temporary adjustments that may be required. If suggested work adjustments are not possible, or the employee is considered unfit to return to work, the employee will remain on sick leave.

All employees will be expected to complete a Return to Work Form following any period of sickness. Employees should be aware that where multiple absences are identified, a Manager may interview them on return to work to establish the circumstances and explore whether the Company can offer support, guidance or apply a management approach to seek an improved attendance record; this must be signed off by the employee and their Manager and a copy will be placed on the employee's personnel file.

If adjustments are possible, the employee will return to work and regular reviews will be carried out to ensure that the adjustments are adequate. It should be noted that any adjustments are not to be viewed as a permanent change to an employee's contractual terms.

The Company reserves the right to not allow an employee to work if they report to work in a condition considered unfit for work, whether for sickness or any other reason.

Employees who are absent from work due to sickness can request to take annual leave in lieu of sickness absence. The Company may treat any such absences as annual leave at its sole discretion.

Following the completion of one year's service, full-time employees will be entitled to receive their normal basic salary as Company sick pay (less the amount of any Incapacity Benefit / social security benefit which you may be entitled to receive upon claiming directly from the IOM Government) during any period or periods of absence from work due to sickness or injury for a total of up to 4 weeks in any rolling twelve-month period. Company sick pay entitlements will be pro-rated for part-time and fixed-term workers. Entitlement to payment of Company sick pay is conditional upon you promptly complying with the absence notification procedures. Any Company sick pay you receive over and above Incapacity Benefit / social security benefit will be deemed to include Incapacity Benefit / social security benefit recoverable by you (whether or not recovered) in respect of your sickness or injury.

If you are absent for four consecutive working days or more, you must claim sickness benefit from the Isle of Man Government in respect of the period from your fourth day of absence. You should promptly provide your Manager or the Chief Executive Officer with written confirmation of the total amount of sickness benefit you receive from the Isle of Man Government during your absence. The amount received will be deducted from any Company sick pay received during the same period.

Where an employee's absence is impacting on their performance, or the Company, action will be taken. This could include being dealt with under the Company's Disciplinary Policy and Procedure. More than 4 instances of absence in a rolling 12-month period may lead to a formal absence meeting taking place.

The Company will be sympathetic when employees are absent from work due to sickness. However, if an employee is persistently or regularly absent through sickness or long-term injury or incapacity, it will not be possible for the situation to continue indefinitely, and the employee's contract may be reviewed or terminated in accordance with the Company's Disciplinary Policy and Procedure.

If an employee has a medical condition where they may be considered to be disabled, the Company will endeavour to make reasonable adjustments to their job role to accommodate their needs, where practicable. If reasonable adjustments, or alternative employment, prove not to be a viable option, and there is no likelihood of a return to work in the near future, a decision to dismiss may be the inevitable outcome.

The Company reserves the right to request an employee to undergo a reasonable medical examination by a medical practitioner nominated by the Company and for the report of any such examination to be disclosed to and discussed with the Company. Employees will be asked to provide formal consents as may be necessary for this purpose and to co-operate in ensuring the prompt delivery to the Company of any such report. The Company will cover the cost of any required medical examinations and reports.

Employees are required to keep in touch with the Company to ensure that the Chief Executive is kept informed of their health, likely return to work date, and can discuss any support that may be required. Employees may therefore be periodically asked to attend meetings with the Chief Executive on Company premises, or an agreed venue, for the purpose of providing information and trying to facilitate an effective return to work.

The Company may consider gradual return to work schedules / rehabilitation programmes for employees who have been on long term-absence. These must be agreed in advance with the Chief Executive of the Company and the employee's pay, holiday entitlement and any salary linked benefits may be pro-rated for the employee.

Timekeeping: All employees are required to turn up for work on time and to stay in their post for the duration of their working day. Any absence from work during a working day must be authorised in advance by the Chief Executive. Any employee who is continually absent or late for work may be subject to disciplinary action, which could include dismissal.

Employees who do not comply with the Company's Absence and Attendance Management Policy and Procedures may be dealt with under the Company's Disciplinary Policy and Procedure. This could result in dismissal.

2.9 SPECIAL LEAVE / ABSENCE

At its discretion, the Company will provide employees with reasonable paid time-off work to undertake public duties (e.g. Jury or other Court Service) or where emergency situations arise, subject to the needs of the business and management approval. The Chief Executive will consider the individual circumstances of the request and the total amount of special leave already taken in a year when reviewing special leave requests.

Employees should provide the Company with appropriate documentation in relation to leave for public duties e.g. jury service letter, local authority letter etc., which confirms the request for the employee to attend such duties.

Emergency leave is for situations such as the following may be permitted for a limited period and will be unpaid:

- To provide assistance where a dependant falls seriously ill, gives birth or is injured or assaulted;
- To make arrangements for the provision of care for a dependant who is ill or injured;
- Because of unexpected disruption or termination of arrangements for the care of a dependant;
- To deal with an incident which involves the employee's child, and which occurs unexpectedly e.g. during school hours.

The above examples are not an exhaustive list, and employees should discuss with the Chief Executive if their request will be covered by the policy.

Paid compassionate leave for the bereavement of a dependant will be considered by the Company in light of the particular circumstances and should be discussed with the Chief Executive. Paid compassionate leave will only be considered after successful completion of the probationary period. Where employees have been granted discretionary paid leave, this will be at the employee's normal basic rate of pay for any days taken that are normal working days. Any discretionary paid leave is not guaranteed and is subject to the discretion of the Company. As a general rule, subject to the approval of the Chief Executive, the Company will allow up to a maximum of 3 days' paid leave for bereavement reasons.

For the purposes of this policy, a 'dependant' is a spouse, partner, civil partner, child, parent, grandparent or someone who lives with the employee and directly depends on them.

Should an employee be required to take time off on an ad hoc basis to care for a dependant (such as short-term sickness or illness) then this will be unpaid. The Company will allow employees to request that this leave be taken as holiday rather than unpaid leave and will try and accommodate the request wherever possible.

All leave must be approved by the Chief Executive in advance, and employees are expected to provide an appropriate handover of duties / work where this is practicably possible.

Any other leave requests not covered by this policy or other Company policies will be reviewed on an individual basis and will be subject to the discretion and prior approval from the Chief Executive.

The Company reserves the right to ask an employee to take unused annual leave to cover all or part of the requested period of time off where the duration of the leave is considered excessive or reasonable time off has been exhausted. However, as a general principle, the Company will endeavour to agree to requests for time off for public duties provided for by statute.

Any payment an employee receives from a Government or other authority e.g. Court Service, will be recovered by the Company where discretionary paid leave from the Company is provided.

2.10 MATERNITY LEAVE

It is the Company's policy to comply with statutory maternity regulations and Health and Safety at Work requirements. Employees will not be subject to any detriment by the Company for taking or requesting maternity leave.

Maternity Leave

Employees are entitled to take 26 weeks' Ordinary Maternity Leave ('OML'), irrespective of their length of service or the number of hours worked each week, provided they comply with certain notification requirements. Some employees may be eligible to Additional Maternity Leave ('AML'), this is a further 26-week period that starts the day after the employee's OML ends. To qualify for AML, by the beginning of the 14th week before the expected week of childbirth ('EWC'), the employee must have completed 26 weeks' continuous employment and have complied with the notification requirements.

Employees are prohibited from returning to work during the 2-week period immediately after the birth of their child. Compulsory leave runs concurrently with OML and is not an additional entitlement.

Notification Requirements

Where possible, employees should verbally inform the Company of their pregnancy as soon as possible. Employees should notify the Chief Executive, in writing, when they receive medical confirmation of their pregnancy (via a signed Form MATB1). This will normally be provided to them by their medical practitioner after their 20th week of pregnancy. The MATB1 should be provided to the Company by the 15th week before the EWC and should state:

- That the employee is pregnant;
- The week in which the employee's child is due (note that for these purposes a week begins on a Sunday);
- Whether the employee intends to take OML and AML;
- When the employee wants her maternity leave to start (this date cannot be earlier than the 11th week before the EWC).

The Company will take appropriate steps to cover periods of maternity leave, where possible. Employees will be encouraged to keep in touch with the Company whilst on maternity leave and the Company will place employees on circulation lists for internal memoranda and will be included in invitations to work-related social events.

Prior to the employee's return to work, they may be invited for an informal meeting with the Chief Executive to discuss their return to work. This will include:

- Updating the employee on developments at work;
- Considering whether any retraining needs have arisen because of process changes or new technical or other developments;
- Giving the employee the opportunity of indicating whether they wish to be considered for flexible working (please note that flexible working requests should be made as soon as possible as the process can take up to 3 months to complete).

The meeting will also provide an opportunity to discuss and explain any necessary and unavoidable changes to the employee's work which may have occurred during their maternity leave.

Employees can choose to start their maternity leave at any time after the start of the 11th week before the EWC, up until the birth of their child. The only exception to this is if an employee is absent from work wholly or partly because of their pregnancy at any time after the start of the 4th week before EWC. In this case, the Company reserves the right to require an employee to start their maternity leave on the first day after their absence. In this situation an employee does not need to notify the Chief Executive that they intend their maternity leave to start, but they will not be entitled to OML unless they have notified the Chief Executive as soon as is reasonably practicable that they are absent from work wholly or partly because of pregnancy and the date their absence began. Such notification must be in writing.

If an employee gives birth before their OML has started, it will begin on the day that follows childbirth. Again, in such circumstances employees do not need to notify the Chief Executive of the date on which they intend to start OML, but they will not be entitled to OML unless they have notified the Chief Executive as soon as is reasonably practicable that they have given birth and the date on which birth occurred. Such notification must be in writing.

If an employee notifies the Company of their intended start date or that their OML period has been triggered due to premature absence or premature childbirth, the Company will notify the employee, in writing, of the date on which the employee's OML period will end or the date on which any chosen AML period will end.

Employees who have properly notified the Company of the date on which they wish to start their maternity leave, may vary that date provided they notify the Chief Executive, in writing, of the variation at least 28 days before the new commencement date.

Ante-Natal Care

Employees are entitled to take reasonable time off during their normal working hours to receive ante-natal care. Any time off will be paid at the employee's normal basic rate of pay. Employees should try to arrange any appointments at the start or end of their working day, whenever possible. Ante-natal care includes: doctor / GP appointments, hospital clinics, relaxation/parent craft classes (if these are recommended by the employee's doctor / GP).

Employees may be required to produce an appointment card or some other document confirming all appointments other than the first. Employees should advise the Chief Executive that they will be absent as far in advance of their appointments as possible.

Risk Assessment

Once an employee informs the Company that she is pregnant a risk assessment of her job role will be completed, and the Company will discuss what actions to take if any problems are identified.

If an employee is employed in a position which has been identified as posing a risk to her health or that of her unborn child, she will be notified immediately, and arrangements will be made to eliminate that risk. For this reason, employees are required to notify the Chief Executive as soon as they are aware that they are pregnant. Arrangements will then be made to alter their working conditions or, if this is not possible, they will be offered a suitable alternative job for the duration of their pregnancy wherever practicable.

If there is no alternative work, the Company reserves the right to suspend the employee on full pay until they are no longer at risk. These alternative arrangements may continue for 6 months after the birth of the employee's child if they are still considered to be at risk.

Any employee who has concerns about their health and safety at any time should contact the Chief Executive to discuss this as soon as possible.

Maternity Pay

Employees who meet qualifying conditions based on their recent employment and earnings record may claim Maternity Allowance from the Isle of Man Government for up to 39 weeks which will be at the rate in force at the time.

To claim Maternity Allowance, employees should complete a Form MA1(IOM) and submit this to the Incapacity Benefits Section, Social Security Division. Claims should be made in or after the 14th week before the EWC. Maternity Allowance will be paid direct to employees by the Isle of Man Government and is usually paid to an Isle of Man bank or building society account on a fortnightly basis.

Employees will continue to receive their contractual benefits during their OML, apart from remuneration, which may be replaced by Maternity Allowance (where eligible, up to the maximum 39 weeks).

Annual Leave

Employees will continue to accrue their contractual holiday entitlement during OML. During AML, there is no entitlement to contractual annual leave in excess of the statutory minimum. Annual leave cannot be taken during maternity leave. However, employees may apply to use any unused holiday either immediately before or after their maternity leave period, subject to the Company's normal annual leave request procedure.

Performance Review

Employees may receive a performance review / appraisal in advance of commencing their planned period of maternity leave. Upon their return to work a further review may take place to discuss any training needs, agree any new performance objectives (where relevant), and discuss any other Company changes that may have affected the department or the employee's job role.

Rights during Maternity Leave

During OML, an employee has a statutory right to continue to benefit from the terms and conditions of employment which would have applied to her had she been in work instead of on leave, except for terms relating to salary or wages. An employee returning to work after OML is entitled to benefit from any general improvements to the rate of pay which may have been introduced for her grade or class of work while she was absent on maternity leave as if she had not been away from work. The employee's entitlement to any bonus paid during the period of absence will depend on the bonus scheme in place and any affected employees should discuss this with a Director.

Unlike OML, the AML period is not required to be counted for the purpose of assessing seniority, pensions rights and other payments based on the individual's length of service – such as pay increases linked to length of service. In these instances, the period of employment before the start of AML will be 'joined up' with the period of employment on her return to work as if they were continuous.

The employee's contract of employment continues during AML, but only certain contractual rights remain in force, namely the employer's obligation of trust and confidence, the employer's requirement to give notice of termination, redundancy payment provisions, disciplinary and grievance procedures. The employee is bound by the implied obligation of good faith, requirements for notice of termination of employment, confidentiality, rules as to acceptance of gifts or other benefits, and rules as to participation in another business.

Keeping in Touch Days

The Company is keen to keep employees informed of any developments during their maternity leave and may invite employees to attend training or meetings (as appropriate) for up to **10 days** in total (without it affecting their eligibility to Maternity Allowance / pay).

Employees are under no obligation to work these days and will not be subject to any detriment should they choose not to do so. The Company is under no obligation to offer these days and will contact employees if the opportunity for any such days arises. 'Keeping in touch' days may only be worked if both the employee and the Chief Executive agree and these cannot be within any period of 'compulsory maternity leave' i.e. the two weeks immediately after the birth of the employee's child. Any days or hours which an employee attends work will be paid at the employee's normal basic rate of pay.

Returning to Work

An employee who resumes work after OML is entitled to return to the same job on the same terms and conditions of employment as if she had not been absent, unless a redundancy situation has arisen, in which case she is entitled to be offered a suitable alternative job.

After AML an employee is entitled to return to work to the same job, on the same terms and conditions as if she had not been absent. However, if there is some reason why it is not reasonably practicable for her to return to the same job she should be offered a similar job on terms and conditions which are no less favourable than her original job.

The Company will assume that employees will return to work after maternity leave unless it is advised otherwise.

If an employee wishes to return to work before their chosen maternity leave period has ended, they must give at least 28 days' notice of the date on which they intend to return to work.

If, for health and safety reasons, an employee was doing a different job while they were pregnant, they may be required to return to that different job for a short time if they are still at risk when they return to work.

If an employee cannot return to work at the end of their maternity leave because of illness, they should follow the Company's normal reporting procedures for sickness absence.

If an employee does not wish to return to work following maternity leave they are required to give the Company notice, in writing, in accordance with their contractual notice period. This notice should be provided to the Chief Executive.

2.11 PATERNITY LEAVE

The Company's Paternity Leave Policy is to comply with statutory paternity rights. The Company will not subject employees to any detriment because they have taken or sought to take paternity leave.

Employees will be eligible for Paternity Leave if they:

- Have or expect to have responsibility for the child's upbringing; and
- Are either the biological father of the child, or the mother's husband or partner (including same sex partner); and
- Have worked continuously for the Company for 26 weeks before the 15th week before the baby is due (the 'qualifying week') and from the 15th week before the baby is due up to the date of birth and be taking time off either to support the mother or to care for the new baby; and
- Have given the correct notice and complied with any requirements to provide supporting evidence.

A 'partner' is someone who lives with the mother of the baby in an enduring family relationship but is not an immediate relative. 'Partner' may include a female partner in a same-sex couple.

Paternity Leave

Paternity Leave is for a maximum of 2 weeks. Employees can choose to take either one week or two consecutive weeks' paternity leave (not occasional days or separate weeks). Leave cannot start until the birth of the baby. Otherwise, an employee can choose to start their leave:

- On the date of the baby's birth (whether this is earlier or later than expected); or
- On a date falling such number of days after the date on which the child is born (whether this is earlier or later than expected) as the person notifies the Company; or
- On a fixed date, chosen by the person and notified to the Company, which falls after the first day of the EWC.

Paternity leave can start on any day of the week, as long as the employee has given the required notice to the Company. Paternity leave must be completed:

- Within 56 days of the actual date of the birth of the child; or
- If the child is born earlier than expected, between the birth and 56 days from the first day of the expected week of birth.

Only one period of leave will be available to employees even if more than one child is born as the result of the same pregnancy.

If a person specifies the date of birth as the day that they wish to start their leave and they are at work that day, the leave will begin on the next day.

Notification Requirements

Employees are required to inform the Chief Executive, in writing, of their intention to take paternity leave by the 15th week before the EWC, unless this is not reasonably practicable. The Company should be advised in writing of:

- The week the baby is expected;
- Whether the employee wishes to take one or two weeks' leave;
- When the employee wishes the leave to commence.

Paternity leave requests are subject to management approval and will take into account business requirements. All leave requests should be approved in advance by the Chief Executive, who will communicate the decision to the employee in writing.

The Company may require employees to provide a signed declaration that they wish to take paternity leave to care for a child and that they satisfy the eligibility criteria as set out in this procedure.

If an employee has given notice of their intention to take paternity leave and wishes to change the date that their paternity leave begins, they must give the Company 28 days' written notice before the new period of leave is due to start. This notice should be provided in writing to the Chief Executive.

Employees who take paternity leave which has not been approved in advance by Management will be subject to the Company's Disciplinary Policy and Procedure.

Paternity Pay

Eligible employees will be entitled to receive 2 weeks' Paternity Allowance, a benefit payable directly by the Isle of Man Government. Paternity Allowance will be at the rate which is in force at the time.

Rights during Paternity Leave

Employees are entitled to receive their normal terms and conditions of employment during their paternity leave, except for terms relating to wages or salary. Employees will continue to be bound by any obligations arising out of their Contract of Employment with the Company during paternity leave.

Return to Work

An employee is entitled to return to the same job following an isolated period of paternity leave (birth), or a period of paternity leave (birth) which followed on from a period of ordinary adoption leave or a period of parental leave of up to 4 weeks. In any other case the employee is entitled to return to the same job or, if that is not practicable, another job which is suitable and appropriate.

If an employee cannot return to work at the end of their paternity leave, because of illness, they should follow the Company's normal absence reporting procedures.

If an employee does not wish to return to work following paternity leave, they are required to give the Company notice, in writing, in accordance with their contractual notice period.

2.12 PARENTAL LEAVE

It is the Company's policy to comply with statutory parental leave regulations. The Company will endeavour to support eligible employees who wish to take time off from work to balance their work and family commitments. Employees will not be subject to any detriment by the Company for taking or requesting parental leave.

Parental Leave

Parental Leave is for a total maximum of 18 weeks in respect of a disabled child and is unpaid. If an employee has responsibility for more than one disabled child, they can take up to 18 weeks' leave in all in respect of each child. Parental leave should be taken before the child's 18th birthday, provided that the Company has been given the appropriate notice and has not exercised its right to postpone the leave.

Employees may not take more than 4 weeks' leave in respect of an individual disabled child during a particular year ('year' for this purpose means 12 months from the date when the employee first became entitled to take parental leave).

One week's leave is equal to the length of time that an employee is normally required to work in a week.

Where the leave is taken in blocks of less than one week, a week is deducted from an employee's overall entitlement to 18 weeks only when the short periods of leave add up to what would be a normal or average working week.

Employees will be eligible for parental leave if they:

- Have worked for the Company continuously for a minimum of 1 year, provided they have, or expect to have, parental responsibility for a disabled child and the purpose of the leave is to care for the child;

Note: an employee may carry forward any unused entitlement to leave from a previous employer, but they must work for the Company for at least 1 year before any further leave can be taken;

- Have given the correct notice and complied with any requirements to provide supporting evidence.

The following people have parental responsibility for a child:

- The mother;
- The father, if he is or was married to the mother, or if parental responsibility is given to him by a court order or a formal agreement with the mother;
- A guardian appointed by the court, or by a deceased parent;
- A person in favour of whom a residence order is made;
- Adoptive parents.

The disabled child does not need to be living with the employee for the employee to be entitled to parental leave. For the purposes of parental leave, a disabled child is one in respect of whom Disability Living Allowance is payable.

The purpose of parental leave is to care for a disabled child. This means looking after the welfare of the child and can include making arrangements for the child's welfare. The leave may be taken to enable a parent to spend more time with a child. It may also be used, for example:

- To accompany the child during a stay in hospital;
- To take the child to see a specialist;
- To inspect a new school;
- To settle the child into new childcare arrangements;
- To enable a family to spend more time together e.g. taking the child to stay with grandparents.

Notification Requirements

Employees should notify the Chief Executive, in writing, of their intention to take parental leave at least 21 days before the date on which the leave is to begin. Notification must specify the dates on which the leave is to begin and end.

Employees will be required to provide evidence (e.g. the child's birth certificate, confirmation of receipt of Disability Living Allowance etc.) of their entitlement to parental leave and may be required to sign a declaration stating that they satisfy the eligibility criteria as set out in this procedure.

The Company will take appropriate steps to cover periods of parental leave, where possible. Employees will be encouraged to keep in touch with the Company whilst on parental leave and the Company will place employees on circulation lists for internal memoranda and will be included in invitations to work-related social events.

Where the Company is unable to agree to the time requested as unpaid parental leave, this may be deferred to another time. The Company will allow an employee to take a period of parental leave of the length requested within 6 months of the date on which it was due to begin. It must finish before the child's 18th birthday.

Employees who have properly notified the Company of the date on which they wish to start their parental leave, may vary that date provided they notify the Chief Executive, in writing, of the variation at least 21 days before the new commencement date.

Rights during Parental Leave

Employees will continue to receive their contractual benefits during parental leave, apart from remuneration. During parental leave, employees will continue to be bound by any obligations arising out of their Contract of Employment with the Company.

Returning to Work

Employees are entitled to return to the same job following parental leave on the same terms and conditions of employment as if they had not been absent, unless a redundancy situation has arisen; or (if more than 4 weeks' leave is taken – because it followed on from other statutory leave) to a similar job which is suitable and appropriate under the circumstances.

The Company will assume that employees will return to work after parental leave, unless it is advised otherwise.

If an employee cannot return to work at the end of their parental leave because of illness, they should follow the Company's normal absence reporting procedures.

If an employee does not wish to return to work following parental leave, they are required to give the Company notice, in writing, in accordance with their contractual notice period. This notice should be provided to the Chief Executive.

2.13 ADOPTION LEAVE

It is the Company's policy to comply with statutory adoption leave regulations. Employees will not be subject to any detriment by the Company for taking or requesting adoption leave.

Adoption Leave

Where a couple are adopting **jointly**, one of them may opt to take **adoption leave** and the other **paternity leave (adoption)**. Where an **individual** is adopting, they may take **adoption leave**. If they have a partner, their partner may also be entitled to take **paternity leave (adoption)**.

Employees will be eligible for **Ordinary Adoption Leave ('OAL')** if they:

- Have been matched with a child to be placed with them by an adoption agency;
- Where the child is to be adopted by a couple jointly, have chosen to be treated as the adopter for this purpose;
- Have notified the agency that they agree that the child should be placed with them, and of the date of placement; and

- Have notified the Company that they want to take adoption leave within 7 days of the date on which they were notified of having been matched with the child.

Employees will be eligible for **Additional Adoption Leave ('AAL')** if they:

- Have had the child placed with them for adoption;
- Have continuously worked for the Company for 26 weeks, ending with the week (beginning on a Sunday) in which they were notified of having been matched with the child; and
- Have taken OAL (which did not end prematurely with the cancellation of the placement or the dismissal of the employee).

Employees will be eligible for **Paternity Leave (Adoption)** if they:

- Are married to, or the unmarried partner of, the child's adopter;
- Have or expect to have main responsibility, with the adopter, for the child's upbringing;
- In addition, they must have worked continuously with the Company for 26 weeks, ending with the week (beginning on a Sunday) in which the adopter is notified of having been matched with a child (the 'matching week') and continue to work for the Company from the matching week up to the date of placement;
- Have given the correct notice and complied with any requirements to provide supporting evidence; and
- Be taking time off either to support the adopter or to care for the newly placed child.

A 'partner' is someone who lives with the mother of the baby in an enduring family relationship but is not an immediate relative. 'Partner' may include a partner in a same-sex couple.

In the case of adoption, the employee is newly matched with a child for adoption by an approved adoption agency (formally becoming a step-parent of a partner's child does not qualify).

For employees who qualify, Adoption Leave is for a maximum of 52 weeks. This is made up of 26 weeks' OAL followed by 26 weeks' AAL. An eligible employee can choose to take either one week or two consecutive weeks' paternity leave. Leave cannot be taken as odd days, or as two separate weeks. Further information can be found in the Company's Paternity Leave Policy.

Employees can take only one period of leave, even if more than one child is placed for adoption at the same time.

Notification Requirements

Employees are required to inform the Chief Executive, in writing, of their intention to take adoption leave no more than 7 days after the date on which the adopter is notified as having been matched with the child. If that is not reasonably practicable, the Company must be notified as soon as possible thereafter.

The Company should be advised in writing of:

- The date on which the adopter was notified as having been matched with the child;
- The employee's intention to take adoption leave and the length of leave chosen;
- The date on which the child is expected to be placed with the adopter; and
- The date the employee intends to start adoption leave or paternity leave (adoption).

The Company will take appropriate steps to cover periods of adoption leave, where possible. Employees will be encouraged to keep in touch with the Company whilst on adoption leave and the Company will place employees on circulation lists for internal memoranda and will be included in invitations to work-related social events.

The Company may require employees to provide a signed declaration that they wish to take adoption leave to care for a child and that they satisfy the eligibility criteria as set out in this procedure and ask for additional documentation e.g. adoption agency details.

Paternity Leave: An employee must advise the Company that they intend to take paternity leave no more than 7 days after the day the adopter is notified of being matched with the child or, if this is not possible, as soon as is reasonably practicable. If the adopter is told, before any period of paternity leave has started, that the placement will not be made, the employee will not be able to take paternity leave. If the child is placed and then dies or is returned to the adoption agency, the employee will be entitled to paternity leave.

The Company will advise employees of the start and end dates of adoption leave or paternity leave (adoption) within 28 days of receiving the employee's notification.

Prior to an employee returning to work from adoption leave, they may be invited for an informal meeting to discuss their return to work. This will include:

- Updating the employee on developments at work;
- Considering whether any retraining needs have arisen because of process changes or new technical or other developments;
- Giving the employee the opportunity of indicating whether they wish to be considered for flexible working (please note that flexible working requests should be made as soon as possible as the process can take up to 3 months to complete).

The meeting will also provide an opportunity to discuss and explain any necessary and unavoidable changes to the employee's work which may have occurred during their adoption leave.

Employees can choose to start their leave either:

- From the date on which the child is placed with the adopter; or
- Up to 14 days before the date the employee expects the child to start living with them.

The Company will advise employees of the date on which their Adoption Leave will end. This may be 26 weeks or 52 weeks after it starts. Employees can return to work earlier than this as long as they provide the Company with 28 days' notice.

If an employee has given notice of their intention to take adoption leave or paternity leave (adoption) and wishes to change the date that their adoption leave begins, they must give the Company 28 days' written notice before the leave is due to start. This notice should be provided in writing to the Chief Executive.

Adoption Pay

Eligible employees may claim Adoption Allowance or Paternity Allowance (Adoption) from the Isle of Man Government which will be at the rate in force at the time. Adoption Allowance is available for up to 39 weeks. Paternity Allowance (Adoption) is available for up to 2 weeks depending on the length of leave taken.

Rights during Adoption Leave

Employees are entitled to receive their normal terms and conditions, except for terms relating to salary or wages, throughout their adoption leave. Note: during a period of AAL the Company does not have to count this time for assessing contractual rights which are dependent on length of service or a period of qualifying service such as seniority, pension rights, pay increments. For these purposes, service (including OAL) before AAL is joined up with service after return to work as if they were continuous.

During paternity / adoption leave, employees will continue to be bound by any obligations arising out of their contract with the Company.

Employees may have a performance review in advance of commencing their planned period of adoption leave. Upon their return to work a further review may take place to discuss any training needs, agree any new performance objectives (where relevant), and discuss any other Company changes that may have affected the department or the employee's job role.

Keeping in Touch Days

The Company is keen to keep employees informed of any developments during their adoption leave and may invite employees to attend training or meetings (as appropriate) for up to **10 days** in total (without it affecting their eligibility to statutory Adoption Allowance).

Employees are under no obligation to work these days and will not be subject to any detriment should they choose not to do so. The Company is under no obligation to offer these days and will contact employees if the opportunity for any such days arises. 'Keeping in touch' days may only be worked if both the employee and the Chief Executive agree. Any days or hours which an employee attends work will be paid at the employee's normal basic rate of pay.

Returning to Work

An employee is entitled to return to the same job following an isolated period of OAL which followed on from two or more periods of statutory leave, which did not include any period of AML or AAL or a period of parental leave of up to 4 weeks. In any other case they are entitled to return to the same job or, if that is not practicable, another job which is suitable and appropriate.

If an employee cannot return to work at the end of their adoption leave, because of illness, they should follow the Company's normal absence reporting procedures.

Employees will not be subject to any detriment by the Company because they have taken or sought to take adoption leave.

The Company will assume that employees will return to work after adoption leave, unless it is advised otherwise.

If an employee does not wish to return to work following adoption leave they are required to give the Company notice, in writing, in accordance with their contractual notice period. This notice should be provided in writing to the Chief Executive.

2.14 FLEXIBLE WORKING

The Company acknowledges the importance for employees in achieving a work life balance and will consider all eligible flexible working requests seriously. The Company will endeavour to grant requests where practicably possible to do so. Each request will be considered on a case-by-case basis.

Where an application for flexible working hours is authorised, a **permanent variation** to the employee's Contract of Employment will result, unless the Company agrees otherwise. This means that once a change has been made, the employee does not have the right to revert back to their previous working arrangements, unless subsequently agreed in writing by the Company.

Employees may make further applications for contract variations (whether their first application was successful or not) provided they are made at least 12 months after the date of the previous application, and provided the employee still meets the eligibility and qualifying conditions.

If the Company is not sure that the flexible working request is workable it may, at its sole discretion, allow the flexibility for a trial period. If the trial is not working successfully the Company will advise the employee as soon as possible and the trial will end with reasonable notice.

Flexible Working Requests

Employees are required to submit flexible working arrangement requests to their Manager, in writing. The request must:

- State that it is a flexible working request;
- State whether a previous application has been made by the employee to the Company, and if so, when;

- Specify the flexible working change applied for and the date on which it is proposed that the change should become effective;
- Explain what effect, if any, the employee thinks making the change applied for would have on the Company and how, in their opinion, any such effect might be dealt with; and
- Be signed and dated.

An application is made when it is received. If transmitted by electronic means, this is the day of transmission. If posted, this is the day it would be delivered in the ordinary course of post.

The Company may either:

- Agree to all the changes requested and notify the employee in writing of this; or
- Arrange a meeting with the employee to discuss their application and how it might best be accommodated, or to consider alternative options.

A meeting will be arranged to discuss the flexible working request. An employee may be accompanied by a work colleague at the meeting.

The Company will endeavour to complete the flexible working request process, including any appeals process, within a period of three months beginning with the date on which the application is made, or such longer period as agreed between the Company and the employee.

Flexible Working Request Acceptance

Where the Company agrees to the flexible working application, a letter of confirmation will be provided to the employee detailing the contractual variation agreed to and the date on which the variation to the employee's terms and conditions of employment is effective.

Flexible Working Request Refusal

If the employee's flexible working request is refused, this will be confirmed to the employee in writing and will state which of the permitted grounds apply. It will also set out the Flexible Working Appeals Procedure.

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 the employee proposes to work, or a planned structural change.

Appealing a Decision

If an employee is unhappy at the outcome of a flexible working decision, they can appeal within 5 working days of receiving the decision. The appeal should be in writing, dated, and clearly state the grounds for appeal. This should be sent to the Chairman of the Board.

Following receipt of this, an appeal meeting will be arranged unless the employee is provided with written notification that the original decision has been overturned and specifies the contract variation that has been agreed and the date on which it is to become effective. Where reasonably practicable, this will be with the Chairman or other designated officer who has not been involved with the flexible working procedure.

The employee can request to be accompanied by a work colleague. The employee must advise the Chairman or other designated officer who will be accompanying them in advance of the appeal meeting. Following the meeting, the employee will be advised, in writing, of the outcome of the flexible working appeal meeting. This decision will be final.

Where the Company upholds the appeal, the employee will be advised, in writing, of the contract variation agreed to, and state the date on which it is to take effect. Where the Company dismisses the appeal, the notice will state the grounds for the decision and contain a sufficient explanation as to why those grounds apply.

Withdrawing a Request

The Company can treat an application as withdrawn under the procedure where the employee:

- Has notified their Manager (and / or a Director), orally or in writing, that the application is withdrawn;
- Without good reason has failed to attend both the first meeting arranged by the Company to discuss the application and the next meeting arranged for that purpose; or
- Without good reason has failed to attend an appeals meeting arranged by the Company to discuss the appeal and the next meeting arranged for that purpose.

The Company will notify an employee whereby a request is considered as withdrawn.

2.15 REIMBURSEMENT OF EXPENSES

Reimbursement is authorised for reasonable and necessary expenses incurred in carrying out job responsibilities. An expense form should be submitted to the Chief Executive at the end of each month for reimbursement of reasonable business expenses. Receipts must be provided for all expenditure claims made. The Company reserves the right not to reimburse any expense that is claimed one calendar month after the expense has actually occurred or any expense which is not considered as reasonable and related to the employee's job role.

Where travel and accommodation are required for business reasons, this should be discussed in advance with the Chief Executive and costs effective arrangements made.

If you are in doubt whether an expense is reimbursable, you should discuss this with the Chief Executive in advance of the expenditure being incurred.

LEAVING THE COMPANY

Employees who leave the Company must submit a final expense claim within 7 (seven) days of their date of termination, in order that a final expense claim can be processed.

SECTION 3 – HEALTH & SAFETY

3.1 HEALTH AND SAFETY

Health and Safety Policy Statement

JA recognises the importance of maintaining high standards of health and safety objectives with the same importance as productivity and quality.

The Company will, as a minimum requirement, ensure that it complies with the provisions of the Health and Safety at Work Act 1974 (as applied to the Isle of Man) and all other relevant health and safety legislation and will strive to keep ahead of legislative requirements wherever possible.

The Chief Executive Officer of JA has full responsibility for Health and Safety. It is the intention of the Company to provide and maintain, so far as reasonably practicable, a safe system of work for its employees, volunteers, visitors, contractors and members of the public on Junior Achievement premises.

JA regards promotion of health and safety measures as a mutual objective for employees and volunteers. The emphasis will be on the need to continually improve health and safety performance. It requires all of us to play our part, working together to ensure that our workplace is a safe and healthy one.

Company Responsibility:

It is the Company's policy to:

- provide safe and healthy working conditions;
- avoid accidents and injury;
- ensure all employees and volunteers are aware of hazards and hazardous material at the workplace;
- protect the public who come into contact with the Company and its activities;
- comply with legislation;
- provide and publish health and safety procedures;
- provide training instruction and supervision to enable employees and volunteers to work safely and efficiently;
- provide all necessary safety devices and protective equipment and supervise their use.

Employee and Volunteers Responsibility:

Employees and volunteers have the responsibility for themselves, their colleagues, visitors and members of the public and have a duty to:

- work safely and efficiently;
- use necessary safety devices and equipment provided;
- meet statutory regulations;
- not interfere with, damage or misuse equipment, materials or facilities provided for reasons of health and safety;
- report incidents immediately that have led or may lead to personal injury or damage to property
- adhere to the Company's procedures for ensuring health and safety at work;
- provide the Company with any information which may lead to the introduction of measures to prevent recurrence of accidents.

If an employee or volunteer is unsure how to perform a certain task or feels it would be dangerous to perform a specific job or use specific equipment, then it is the employee's duty to report this as soon as possible to their Manager or a Director of the Company.

If you come into contact with a person suffering from an infectious or contagious disease you must report this to the Chief Executive before commencing work. If you are suffering from an infectious or contagious disease or illness (e.g. rubella or hepatitis) you must not report to work unless medically certified as fit to do so.

Disciplinary action under the Company's Disciplinary Policy and Procedure may be taken against any employee who violates health and safety rules and procedures or who fails to perform their duties under health and safety legislation. Depending on the seriousness of the offence, it may amount to potential gross misconduct rendering the employee liable to summary dismissal.

Reporting Accidents

JA Offices

The Accident Book is kept in the general office. All accidents must be reported as soon as possible, but no later than the end of the next working day and recorded in the Accident Book.

A completed Accident Report must be submitted to the Chief Executive Officer within two working days. Accident investigation should be undertaken once in receipt of report by the supervisor responsible for the area of activity.

School Premises

If you are working on school premises you must report the accident to the school office immediately. In addition, please contact the JA Office for an accident report form.

Off-site Activities

If you are working off-site i.e. at an event, you must report the accident to the management of the premises. In addition, please contact the JA Office for an accident report form.

Employees at Special Risk

The Company recognises that some workers may from time to time be at increased risk of injury or ill-health resulting from work activities. The Company therefore requires that all employees advise the Chief Executive if they become aware of any change in their personal circumstances which could result in their being at increased risk. This could include medical conditions, permanent or temporary disability, taking medication and pregnancy.

Fire

Fire is a significant risk within the workplace. All employees have a duty to conduct their operations in such a way as to minimise the risk of fire and they are under a duty to report immediately any fire, smoke or potential fire hazards, such as faulty electric cable or loose connections.

Employees should never attempt to repair or interfere with electrical equipment or wiring themselves. The Company is responsible for the maintenance and testing of fire alarms and firefighting, prevention and detection equipment.

All employees must ensure they are familiar with the evacuation route and designated assembly point in case of fire. Practice fire drills will be conducted on a regular basis to ensure employee familiarity with emergency evacuation procedures. Fire exit doors and corridors must never be locked, blocked or used as storage space.

Manual handling

Employees should not attempt to lift or move a load which is too heavy to manage comfortably. Employees should ask for assistance if there is any danger of strain. When lifting an object off the ground, employees should assume a squatting position, keeping the back straight. The load should be lifted by straightening the knees, not the back.

Employees should not attempt to obtain items from shelves which are beyond their reach. A ladder or stepping stool should be used. Employees should not use chairs or any makeshift device for climbing and should never climb up the shelves themselves.

Smoking

The Company operates a smoke-free environment. The Company's business premises are designated 'no smoking'. This applies to directly outside the Company's premises. No smoking is allowed in Company vehicles.

The Company's prohibition of smoking applies not only to employees but also to visitors to the workplace, including clients and customers.

If you wish to smoke, you must do this in your own time either outside your normal hours of work or during your lunch or normal break. You are not permitted to take additional smoking breaks during the day.

Failure to comply with the above rules is a disciplinary offence and will be dealt with in accordance with the Company's Disciplinary Policy and Procedure. Where smoking creates a clear health and safety hazard, then such behaviour constitutes potential gross misconduct and could render the employee liable to summary dismissal.

The Company applies the above policy to e-cigarettes and vaping also.

3.2 ALCOHOL AND DRUGS POLICY

Alcohol and drug misuse or abuse can be a serious problem within the workplace. The effects of alcohol and drug misuse are varied and can include: absenteeism, poor performance, errors, accidents, near-miss incidents, low or lost productivity, adverse effects on Company image and customer relations, and loss of business; as well as causing harmful effects to the employee's health and exposing them to a risk of criminal charges through the possession of or dealing in drugs.

The Company recognises that, for a number of reasons, employees could develop alcohol or drug related problems. This policy has therefore been adopted to protect employees and the Company, to promote a responsible attitude, and to offer help and support to people with misuse issues. In relation to drugs, these rules apply to those that are unlawful under criminal law and not to prescribed medication.

All employees are expected to be fit for work and able to perform their duties safely and acceptably without any limitations due to the use or after-effects of alcohol, illicit drugs, non-prescription drugs, prescribed medications or any other substances.

Employees who are prescribed medication are expected to consult with their GP / doctor or pharmacist to determine if medication use will have any potential negative effect on job performance. They are required to report to the Chief Executive if there is any potential risk, limitation or restriction for whatever reason that may require modification of duties or temporary reassignment and provide appropriate medical certification regarding the restrictions in performance of duties.

If an employee is in any doubt about their ability to perform their job role safely they should inform the Chief Executive immediately.

The Company will deal with matters related to this policy in a confidential manner. However, employees should be aware that possession of and dealing in illegal substances will be immediately reported to the police in all cases.

If you have an alcohol or drug problem which affects your conduct or performance at work and you refuse the opportunity to receive help, the matter will be referred for action under the Company's Disciplinary Policy and Procedure as appropriate. Likewise, if after accepting counselling and assistance, and following review and evaluation, your conduct or work performance reverts to a problem level, the matter may also be dealt with through the Company's Disciplinary Policy and Procedure.

Prohibition on Alcohol and Drug Consumption in the Workplace: No alcohol must be brought onto or consumed on Company premises at any time without the Chief Executive's permission. Staff must never drink alcohol if they are required to drive private or Company vehicles on Company business. Illegal drugs are not permitted on Company premises and anyone found with or having taken illegal drugs on the premises will be dealt with under the Company's Disciplinary Policy and Procedure and it will likely be regarded as gross misconduct.

Employees representing the Company at business / client functions or conferences or attending Company organised social events outside normal working hours are expected to be responsible if drinking alcohol and to take specific action to ensure they are well within the legal limits if they are driving. When attending business or client functions, employees should remember that they are representing the Company and should act in accordance with Company accepted standards of behavior. Any inappropriate behavior will be dealt with under the Company's Disciplinary Policy and Procedure.

Social drinking after normal working hours and away from the Company's premises is, of course, generally a personal matter and does not directly concern the Company. The Company's concern only arises when, because of the pattern or amount of drink involved, the employee's attendance, work performance or conduct at work deteriorates – or where the Company's name / reputation is brought into disrepute by the employee's behaviour.

A breach of these provisions is a disciplinary offence and will be dealt with in accordance with the Company's Disciplinary Policy and Procedure. Depending on the seriousness of the offence, it may amount to gross misconduct and could result in the employee's summary dismissal.

Alcohol and Drug Related Misconduct: Whilst these rules are aimed at assisting employees with alcohol or drug problems, action will nevertheless be taken under the Company's Disciplinary Policy and Procedure if misconduct takes place at work as a result of drinking or taking drugs, or if an employee is found to be under the influence of alcohol or drugs whilst at work. Even a small amount of alcohol can affect work performance and, if an employee is found under the influence of alcohol whilst at work, there could be serious health and safety consequences. The same applies to being under the influence of drugs.

Incapacity or misconduct caused by an excess of alcohol or drugs at work is a potential gross misconduct offence under the Company's Disciplinary Policy and Procedure and the employee is therefore liable to be summarily dismissed. This also applies to any employee believed to be buying or selling drugs or in possession of or taking drugs on the Company's premises.

The Company reserves the right in any of these circumstances to arrange for the employee to be escorted from the Company's premises immediately and sent home. Employees are expected to recognise that problems relating to alcohol and drug use or dependency are not an excuse for poor or unsafe performance. Anyone who suspects they have a substance dependency or emerging alcohol or drug problem is expected to seek advice and to follow appropriate treatment promptly. Self-referral is strongly encouraged.

3.3 ADVERSE WEATHER POLICY

The Company recognises that employees may face difficulties attending work and returning home during periods of adverse weather conditions such as heavy snow falls, flooding, or other adverse weather conditions which may result in journeys to work being extremely hazardous. However, while the Company is committed to protecting the health and safety of all its employees, it must ensure that disruption caused to its services remains minimal.

Employees should make every effort to attend work during adverse weather conditions without putting their personal safety at risk. However, if it is unavoidable for an employee to be absent from the work, with the agreement of the Chief Executive and subject to operational needs and other relevant factors outlined in this policy, the Manager in discussion with the employee may agree one of the following options:

- Work from home (if practicable);
- Make the lost time up;
- Take annual leave;
- Take unpaid leave;
- Or apply a combination of the above options.

Employee Responsibilities

You should not put yourself at unnecessary or inordinate risk when attempting to attend work.

It is your responsibility to make every effort to attend for duty at your normal place of work, in accordance with your Contract of Employment. This includes adapting your means of travel if necessary, or using a combination of travel options, even if this results in arriving late for work. It should be noted that where additional expense is incurred as a result of using different travel methods these expenses cannot be reimbursed by the Company.

In the event of adverse weather conditions, you should take all reasonable steps to report your inability to attend work to your Manager as soon as is practicably possible. This should be in line with the Company's normal arrangements for reporting sickness absence or other unanticipated absence and this will apply for each day that you are unable to attend work. *Please note that failure to comply with reporting arrangements may amount to unauthorised absence and could therefore be unpaid.*

In the event that you cannot attend work due to adverse weather, by agreement with your Manager, any lost time will be treated in accordance with the options laid out in this policy. One or a combination of these options may be applied on each day of adverse weather conditions.

Company Responsibility

The Company should ensure that all employees are made aware of the Company's Adverse Weather Policy, and that all employees are treated fairly and proportionate to their needs taking into account individual circumstances.

The Chief Executive should ensure that reporting arrangements are clearly communicated to all employees. This should be consistent with information already provided to employees for reporting sickness absence or other unanticipated absences.

There are a range of factors which should be considered (see below) when deciding how time away from the workplace should be categorised and it is the responsibility of the Company to use a consistent and fair approach. While accepting that employees should not take unreasonable risks in attempting to get to work in difficult or extremely hazardous conditions, there should not be a disincentive to employees who do make a particular effort.

In exceptional circumstances it may be necessary for the Company to close a department or the office. In such circumstances staff should be paid as normal.

The following factors will be taken into consideration by Chief Executive when agreeing the appropriate action to take:

- The employee's safety;
- The operational requirements of the team / department / Company;
- Distance travelled to work;
- Prevailing weather conditions and their expected duration;
- Information and public guidance from the AA, police and/or local radio, e.g. about safe travelling;
- Modes of transport available to staff;
- The degree of effort exercised by staff and whether they have made attempts to make alternative travel arrangements;
- Working from home; this may be considered, dependant on the nature of employment and where circumstances permit. Any working from home arrangements should be closely monitored to ensure that it is productive;

- The caring or childcare responsibilities of the staff member;
- The health of the employee; for example, where it is known that they have a mobility or other health/medical condition special care should be taken in reaching a decision relating to attendance and pay;
- Other factors pertaining at the time.

The Chief Executive will decide on a case by case basis whether it is appropriate for staff to leave work early. In taking the decision, they should consider the factors outlined above. If the total time lost is no more than half the employee's normal working day, then there will not be a deduction in pay. If the total time lost amounts to more than half of the employee's normal working day the provisions outlined below apply.

If an employee has made all reasonable efforts to travel to their place of work but has failed due to adverse weather conditions or disruptions to public transport, upon agreement with the Chief Executive, and subject to operational needs, the Chief Executive may agree one of the following options to account for time lost:

1. Working from home (if practicable).
2. Making up the time/hours lost (usually within one month).
3. Taking a day's/half day's annual leave.
4. Taking unpaid leave.
5. Or apply a combination of the above options.

Paid leave may also be agreed in certain circumstances. Where adverse weather is prolonged an employee may wish to request a combination of points 1 to 5 above.

In certain situations, such as where schools/nurseries close without warning owing to adverse weather and employees are unexpectedly required to provide/arrange care for their dependants, or have other caring responsibilities, the Company's Special Leave policy may apply (see Section 2.9).

Other considerations

Special care should be taken when applying this policy where it is known that an employee has mobility problems or a medical/health condition which may be exacerbated by adverse weather conditions.

Employees who are already on leave (annual, maternity, sickness etc.) will not be entitled to a day off in lieu if their department or the office is closed due to adverse weather conditions.

3.4 STRESS MANAGEMENT

The Company is committed to protecting the health (mental health as well as physical health), safety and welfare of its employees by providing a supportive working environment. To enable individuals to cope successfully with the demands and pressures of work, reasonable and appropriate improvements to the working environment will be made and suitable support will be provided to those whose health and well-being are being affected by work-related stress.

It is the Company's responsibility to provide a supportive environment for dealing with stress related issues; however, employees must take responsibility for raising their concerns as early as possible in order for the Company to investigate and resolve genuine problems.

This policy applies to all employees of the Company. It is non-contractual and does not form part of an employee's terms and conditions of employment. The content may be subject to revision from time to time.

The Health and Safety Executive defines stress as "the adverse reaction people have to excessive pressure or other types of demand placed on them". This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health. Pressure may arise from external factors or work or a combination of both. Every job has its own pressures and demands appropriate to the role.

Some pressure at work is inevitable and total elimination of this pressure is neither possible nor desirable. Every job brings its own set of tasks, responsibilities and day-to-day problems. The pressures and demands these place upon employees are an unavoidable feature in working life. Some pressure can be positive. It is often the tasks and challenges faced at work that provide the structure to the working day and keep individuals motivated. These are often key in providing a sense of achievement and job satisfaction. However, an individual's ability to deal with pressure is not limitless and it is important that this pressure does not become sustained stress. It must be recognised that different people have different stress thresholds. Some of the most common causes of work-related stress are known to be excessive workloads, deadline pressures, aggressive management, poor communication, unsupportive work environment and problems maintaining work-life balance.

Outside domestic pressures, such as family, finance, and bereavement are also potential causes of stress and can frequently compound workplace pressure. These should also be taken into consideration where they are likely to have an impact on an individual at work.

The Company maintains this Stress Management Policy to deal with the issue of stress in the workplace, whatever the cause. The policy is designed to assist staff affected by stress in a non-judgmental and supportive manner. The policy sets out the way in which the Company will meet its legal obligations to monitor workloads and stress in the workplace. The Company is committed to managing stress through active intervention where necessary by:

- Monitoring workloads;
- Active supervision of employees;
- Maintaining an 'open door' environment where employees can raise any concerns regarding stress or anxiety at any time.

Managers are responsible for the implementation of the policy and the Company is responsible for providing the necessary resources.

To enable individuals to cope successfully with the demands and pressures of work, reasonable and appropriate improvements to the working environment will be made and suitable support will be provided to those whose health and well-being are being affected by work-related stress, where possible.

Employees who have concerns should raise these with their Manager or the Managing Director as early as possible in order for the concerns to be investigated.

Stress is a person's natural reaction to excessive pressure or demand placed on them. Stress in itself is not a disease but if it is excessive it can lead to mental and/or physical illness. Certain levels of pressure are acceptable and normal, helping individuals to meet the challenges that occur in everyday lives. To an extent it helps people perform well and reach their full potential. However, when demands and pressures become excessive and the challenges faced are beyond a person's control, positive stress can become negative stress. Unacceptable stress generally builds up over a period of time and is often the result of negative factors, which are beyond control. These types of pressures can be harmful to individuals if sustained over a long period of time.

Employees should consider the following self-help actions to help combat stress:

- **Talk to someone:** It may be that you need to talk to someone e.g. a doctor/GP, occupational health advisor, specialist counsellor. If you require assistance, please contact a Director.
- **Take time to look at the situation:** It is very easy to become so immersed in stressful situations that you cannot afford the time or the personal space to stand back and reappraise your objectives in life and your methods for achieving them. Are you in the right job? Do you have the right qualities for making it the success you want? Are your priorities right? Are you making space for your own interests and leisure?

- **Learn relaxation techniques:** The art of relaxation not only includes relaxing at the end of the day, at the weekend or on holiday, but also involves being able to pause when you need to throughout the day.
- **Exercise:** Maintain good habits, exercise regularly.
- **Diet:** People under stress tend to over or under eat or slip into the habit of rushed inadequate meals. Under stress, the body uses up energy much more quickly than usual and a healthy diet is important.
- **Identify when you are stressed and report:** It is the responsibility of each employee to seek assistance as early as possible if they consider they are manifesting symptoms of stress. Speak to your Manager or a Director to discuss the situation.

The Chief Executive has a personal responsibility to ensure that the policy is consistently and appropriately implemented and to ensure that all individuals for whom they are responsible are aware that they have an obligation at all times to uphold and promote the policy.

The Chief Executive should provide a supportive environment in which employees can approach them. The acceptance and recognition of stress as a genuine problem requires management support and action. The Chief Executive will seek to tackle signs of stress whilst being aware of their limitations to deal with stress problems.

The Chief Executive is responsible for making sure that work does not make their employees ill. If it is noticed that someone is particularly vulnerable because of their circumstances, they should look at how their work is organised and see if there are ways to relieve the pressures so that they do not become excessive. However, unless they know otherwise, they could assume that all their employees are mentally capable of withstanding reasonable pressure from work.

Employees are expected to:

- Raise issues of concern with the Chief Executive at the earliest opportunity;
- Accept opportunities for counselling when recommended;
- Take advantage of training and developmental opportunities offered;
- For those employees with an undefined working week, seek to manage their own working time in a way that does not create undue stress for themselves;
- Seek to take appropriate breaks during the working day and to take their annual leave entitlement.

3.5 PANDEMIC CONTINGENCY

The Company's policy is to ensure that as far as reasonably practicable employees work in a safe and healthy working environment and that contingency plans are in place to deal with pandemic situations that may arise. The Pandemic Contingency Policy requires the full collaboration of all employees and employees should accept responsibility for their own health and safety at work.

The Company recognises that pandemic situations may arise and that the Company requires contingency plans for dealing with such situations to provide clarity for management and employees.

A pandemic is an epidemic of infectious disease that passes through the population of a large area (typically several countries) at a fast speed. Examples are 'Coronavirus' (also known as COVID-19), 'bird flu' (also known as Avian Influenza) and 'swine flu' (also known as the H1N1 virus).

If a pandemic situation arises the Company will ensure that relevant information and regular updates are provided to employees. Pandemic updates will normally be provided by email. Other communications will also be displayed as appropriate (e.g. hand washing/sanitising instructions, social distancing requirements, personal protective equipment requirements etc.) throughout the Company's premises.

The Company will take guidance on dealing with any pandemic situation that is issued by a Government or other competent authority (e.g. The World Health Organisation).

The Company will take the following actions in preparation for a pandemic situation:

- Managers are required to confidentially keep employee contact details and system access passwords. These details should be provided to the Chief Executive for contingency purposes;
- Managers are required to ensure they have a copy of all department keys for desks, filing cabinets and any other relevant items. These should be provided to the Chief Executive for contingency purposes;
- Managers are required to identify department tasks that are crucial to its operation and ensure that a sufficient number of employees are trained and able to carry out the various tasks in the event that a number of employees may be absent from work due to a pandemic. A list of the tasks and the names of the trained back-up employees should also be provided to the Chief Executive Director for contingency purposes;
- Managers are required to regularly review contingency information (as detailed above), at least on a quarterly basis, and provide up-to-date information to the Chief Executive.

Work activities during a pandemic situation:

- All non-crucial work events will be cancelled – this may include training courses, meetings, conferences etc. Employees will be encouraged to use video or telephone conferencing to minimise the interaction between people;
- All travel must be reviewed by the Chief Executive and re-approved/approved. Depending on the situation, travel may be cancelled if the Company deems this appropriate;
- Non-infected employees will carry on working as normal. In some circumstances, employees may be asked to work at home if the Company deems this appropriate;
- Non-infected employees may be required to cover work tasks/duties for absent colleagues in order to maintain business operations. Employees will be asked to carry out tasks which are within their level of skills and capability.

Employees are responsible for:

- Not attending work, or meeting with other employees, if they think they may have caught a virus that has been defined as a pandemic by the Government or other competent authority (e.g. The World Health Organisation);
- Obtaining medical advice on any suspected pandemic virus or infection;
- Contacting the Company by telephone as per the Company's normal absence reporting procedure and providing regular updates on their medical status and expected return to work date;
- Not attending work until a medical practitioner has confirmed that they are fit to do so;
- Taking reasonable care of their own health and safety and acting responsibly;
- Cooperating with the Company by observing safety rules and complying with any measures designed to ensure a safe and healthy working environment;
- Contacting their Manager or the Chief Executive to obtain pandemic updates if they are not working in the office and/or do not have access to updates provided on Company premises.

- Cooperating with the Company in completing other tasks as assigned to them in order to continue business operations.

3.6 MENOPAUSE POLICY

JA is committed to providing an inclusive and supporting working environment for all employees. We recognise that the menopause and its symptoms can affect staff at any time and it can also have an impact on those supporting someone going through the menopause such as a partner, relative, colleague or carer.

This policy sets out guidelines for providing the right support to staff who are impacted by menopausal symptoms.

Menopause should not be a taboo or 'hidden' topic. We want everyone to understand what the menopause is, and to be able to talk about it openly and seek support, if required, without any embarrassment.

Although the menopause will only be experienced by women and other people who have a menstrual cycle, employees from non-binary, transgender and intersex communities may also experience menopausal symptoms. We encourage all staff to attend the training provided as they may support others who go through the menopause in future.

The aims and objectives of the policy are to:

- To educate and inform our staff about the potential symptoms of the menopause, how symptoms can affect staff, and how managers can support staff affected by menopausal symptoms at work;
- To create an environment where staff feel confident to raise issues about their symptoms, comfortably have conversations, and ask for reasonable adjustments and additional support at work so they can continue to be successful in their roles;
- To outline the support and reasonable adjustments that can be considered by managers for affected staff;
- Reduce absenteeism due to menopausal symptoms;
- Assure staff that we are a responsible employer, committed to supporting their needs during the menopause.

MAIN PRINCIPLES:

Definitions

Menopause

The menopause is part of the ageing process for women when their natural oestrogen levels fall and where periods have ceased for twelve consecutive months. Some women experience a medical/surgical menopause which can occur suddenly when the ovaries are damaged or removed by specific treatments such as chemotherapy, radiotherapy or surgical hysterectomy.

Consequences of oestrogen deficiency include obesity, Type 2 diabetes, heart disease, osteoporosis/chronic arthritis, dementia and cognitive decline and cancer.

Menopause that naturally occurs before the age of 40 is known as premature menopause and before the age of 45, early menopause. It is important to note that the menopause has many phases. Perimenopause or menopause transition can begin several years before the menopause and is the phase where the ovaries stop producing eggs and periods can be altered or absent due to a reduction in the hormone, oestrogen. During this phase, many people may experience symptoms the same as those that occur during the menopause.

The next phase is the menopause when periods stop altogether. This can begin between the ages of 45 and 55. Some people may experience it at a younger age as outlined above and symptoms may be experienced over varying lengths of time.

The phase after the menopause has ended is known as post-menopause. Symptoms are likely to continue, on average, for four years from the person's last period but may continue for a number of years beyond that. There is potentially an increased risk of certain conditions such as heart disease and osteoporosis during post-menopause because of lower levels of certain hormones. These risks are higher for those who have had an early or premature menopause.

Periods

A period is the part of the menstrual cycle where bleeding occurs. This can last anytime between 3 and 8 days and usually happens once monthly from puberty until the menopause.

Changes in body hormone levels before a monthly period can cause physical and emotional changes.

Menopause symptoms

For many people, the menopause can result in physical, psychological and emotional symptoms which may include:

- Hot flushes and/or sweats
- Headaches/migraines
- Anxiety and/or panic attacks
- Irregular heavy or light periods
- Joint stiffness, aches, and pains
- Urinary problems
- Difficulty sleeping
- Poor concentration/memory
- Weight gain
- Irritability and/or mood swings
- Low mood/depression

The above list is not exhaustive, and it is important to note that not everyone will experience symptoms during this time. For those that do, the type, amount and severity of symptoms can vary, ranging from mild to severe. Employees may wish to seek advice from their doctor if their symptoms are having an impact on their daily lives.

Some people may experience an impact on their cognitive functions i.e. unable to remember things; loss of confidence; inability to readily find the right word to express thoughts; having thoughts completely disappear mid-sentence. It may become temporarily more difficult for them to carry out certain tasks and their performance is affected. These are symptoms that people might not associate with the menopause.

Menopause symptoms in other circumstances

There are other circumstances in which menopausal symptoms may be experienced:

- Whilst menopause is usually a process involving gradual change, it can sometimes be sudden and acute following serious illness, medication, or surgery. People experiencing sudden menopause tend to experience more severe symptoms and may require treatment and/or post-operative care to manage further problems;
- Younger people undergoing treatment for conditions such as the following may experience menopausal symptoms whilst receiving treatment:
 - Endometriosis (estimated to affect around 1 in 10 women of reproductive age);
 - Polycystic Ovary Syndrome (PCOS) (estimated to affect 1 in 5 women);
 - Infertility (affecting around 1 in 7 couples);
 - Diabetes (affecting 4.05 million people in the UK).
- Surgical and medical treatments as part of an individual's gender transition can result in menopause symptoms.

Period-related symptoms

Pre-Menstrual Syndrome (PMS) is the name given to symptoms experienced in the weeks before a period. Symptoms of PMS can include:

- Abdominal or pelvic cramping
- Lower back pain
- Bloating and sore breasts
- Food cravings
- Mood swings and irritability
- Headache and fatigue

Not everyone will experience every symptom or need help or support; however, many people will experience symptoms to some degree. Employees may wish to seek advice from their GP if their symptoms are having an impact on their daily lives.

Confidential discussions regarding the menopause

We recognise that some employees may find it particularly hard to talk to their manager about the impact of period-related and/or menopausal symptoms; however, we encourage anyone requiring support to raise this confidentially with their manager at the earliest opportunity. Below are some tips to help you prepare:

How an employee can prepare to talk to their manager:

- Keep a symptoms diary noting how your symptoms are affecting you in the workplace;
- Consider what reasonable adjustments may help, bearing in mind the need to be flexible and what is operationally feasible;
- Consider what timescale the adjustments are likely to be required for.

How an employee can prepare what to say to their manager:

- Mentally rehearse what you want to say so the words feel and sound natural;
- Consider doing a practice conversation with a trusted family member, friend, or colleague if this would be helpful.

How an employee can explain their situation clearly:

- Talk to your manager about your current situation, what is happening and most importantly, how you feel it is affecting your work.

How an employee can offer a solution:

- Consider how your circumstances could be improved at work and offer a reasonable solution for consideration e.g. working from home at certain times; coming into work later and working a reduced lunch break if poor sleep is an issue; obtaining a fan or moving closer to a window if suffering from hot flushes.

Manager guidance for having conversations with staff regarding menopausal impacts

Individual conversations with staff affected by the menopause should always be confidential and held in private where both the manager and staff member are comfortable and will not be disturbed.

The manager should:

- Allow the staff member to decide how much information they wish to disclose in the meeting;
- Ask general questions, but let the staff member lead the conversation;
- Not ask them if they want to talk about the menopause, or suggest what symptoms they might be experiencing;
- Not make any assumptions about the person's symptoms;
- Consider any needs the person may have.

Managers should respect the person's wishes for privacy and not disclose any information to other colleagues without their permission.

If a staff member wants information about their menopause symptoms to be shared, the manager should let them decide:

- What they want and do not want their colleagues to know;
- Who will be told and who will do the telling.

A written record of what has been agreed about confidentiality and the sharing of information should be provided to the Chief Executive for confidential filing.

Managers should listen to people's experiences and remember that the menopause may affect different people in different ways throughout their lives.

Why people might not talk about their symptoms

Employees might not talk about their menopause symptoms at work because they:

- Feel it is a private or personal matter;
- Feel their symptoms might be embarrassing to share with others;
- Do not know their manager well enough;
- Are not sure if their manager will be sympathetic;
- Feel they will not be taken seriously;
- Are worried about confidentiality;
- Think they will be seen to be less able to do their job;
- Are worried that job security or promotion opportunities might be taken away;
- Are worried about outing themselves as a trans person, non-binary person, or a person with variations of sex development.

The option to talk with someone else

Employees affected by the menopause have the option of talking with someone other than their Manager and can speak to another Manager or the Chief Executive.

Managers should be involved in agreeing any changes or reasonable adjustments, even if the person has an initial conversation with someone else.

Workplace support, reasonable adjustments and agreeing changes with staff

We recognise that some aspects of the working environment could in certain circumstances exacerbate an employee's period-related and/or menopausal symptoms. These can include:

- Inadequate ventilation (the Company's office is air conditioned to mitigate this);
- High temperatures (the Company's office is air conditioned to mitigate this);
- Stress related to workload, deadlines, and pressures (we encourage you to speak to your Manager at the earliest opportunity if you are affected by this);
- Inability to take regular breaks (we encourage all staff to take their breaks regularly);

It is important to consider whether any of the following areas of support or reasonable adjustments can be used, appropriate and reasonable to the working environment, to help staff who are impacted by the menopause:

- Being flexible where possible over start and finish times to help them manage their symptoms;
- Allowing them to take breaks when needed;
- Providing a private area where they can have a break to help manage their symptoms;
- Allowing them to work from home when practical;
- Allowing them time off if they cannot carry on working that day;
- Changing certain duties in their role where practicable;
- Where appropriate, letting the person have control over their working environment, for example having a desk next to a window that opens, moving them away from sitting next to a radiator, or providing them with a desk fan;
- Reviewing task allocation and workload, particularly if any cognitive behaviours are impacted;
- Assessing if the employee is overwhelmed through workload and if a helping hand or coffee and perspective chat could help;
- Recommending they seek advice from their GP if their symptoms are impacting on their daily life.

More informal arrangements could include:

- More breaks and time away from the computer;
- Turning the camera off on Zoom/Teams calls;
- Holding walking meetings.

Line managers may not always be the best people to be a support; but they remain responsible in ensuring that support is provided.

If an employee believes a longer-term change to their job would help them with their menopause symptoms, they can make a formal flexible working request following the company's Flexible Working policy and procedure.

Changes should be agreed in writing and managers should have follow-up conversations with staff to make sure the changes are working for both them and the company. The Chief Executive should be kept up-to-date and provided with copies of meeting notes for an employee's personnel file.

The frequency of follow-up conversations might differ from person to person, depending on how their symptoms and needs change. It is important to remember that the changes agreed at work might need to be reviewed as the person goes through the different stages of the menopause.

Shared Workspace

If adjustments affect other colleagues in a shared workspace, the employee can choose whether to share with colleagues the adjustments they have in place. Any employee who has a concern regarding the impact of agreed adjustments, should discuss this with their Manager at the earliest opportunity.

Employee responsibilities

- Educate yourself, take personal responsibility to understand what the menopause is and what support could work best for you;
- Take personal responsibility for your own health and wellbeing and raise any concerns you have with your Manager;
- Seek advice from your doctor should symptoms begin to affect your ability to carry out the full remit of your role;
- Be open and honest when having conversations with managers, the Chief Executive or Occupational Health, where appropriate;
- Be willing to help yourself and support colleagues, where appropriate.

Manager responsibilities

- Take responsibility to educate yourself on all issues around menopause transitioning;
- Know what support areas are available to staff for consideration depending on the circumstances;
- Provide opportunities for staff to privately raise any issues or concerns relating to their wellbeing;
- Be available to listen;
- Be empathetic and non-judgmental;
- Be open to discussing any concerns that the employee has about the impacts of period problems or the menopause on their work, acknowledging the personal nature of conversations and treating them professionally and confidentially;
- Do not make any assumptions regarding periods or the menopause and ensure you listen to the needs of each individual;
- Discuss and agree with the employee how best they can be supported and be prepared to make reasonable adjustments to take account of any symptoms or impacts they are experiencing;
- Record adjustments agreed and any actions that should be implemented, ensuring all agreed adjustments are adhered to and that ongoing conversations take place and reviews are completed;
- Be aware of the potential impact of menopause on performance – if someone's performance suddenly dips, it is worth considering whether the menopause may be playing a part in this;
- Seek input from the Chief Executive and consider a referral to Occupational Health for more advice and support (should this be considered necessary), reviewing any advice received and implementing any recommendations, where operationally feasible;

- Discuss what, if anything, the employee wants to share with colleagues, how this will be done, by whom and in a way that respects the individual's privacy but that allows colleagues to understand;
- Deal swiftly with any inappropriate conduct aimed towards an employee because of symptoms they are experiencing;
- Follow up with the employee to ensure the support provided is beneficial and helpful.

Company responsibilities

- To introduce this policy which is aimed at educating employees on the menopause and its impacts;
- To periodically review this policy and the areas of support available to staff to ensure they are meaningful;
- We are committed to ensuring that all managers, including directors and board members, are committed to the health and wellbeing of the workforce and promote positive behaviours in the workplace;
- We will make communications clear, to ensure that employees have realistic expectations of what support is possible, practical, and affordable;
- We will ensure health and wellbeing policies are included in the induction process for new joiners and the Staff Handbook is provided to new and existing staff.

Equality considerations

Whilst the menopause is not in itself a disability, conditions arising from it may meet the definition of a disability under the equality legislation. Failing to provide support or reasonable adjustments to someone experiencing the menopause may therefore amount to discrimination.

Where, as a result of symptoms of the menopause, an employee's attendance, performance or wellbeing at work is affected, support or reasonable adjustments should be considered in order for this to help an employee to return to work, achieve an acceptable level of attendance, improve performance concerns, or improve their wellbeing at work.

1. Useful links

Menopause matters: www.menopausematters.co.uk

The British Menopause Society: www.thebms.org.uk

NHS menopause pages: www.nhs.uk/conditions/menopause/symptoms

The overall responsibility for the policy lies with the Chief Executive.

3.7 EARLY/LATE & LONE OFFICE WORKING POLICY

This policy covers circumstances when staff may be expected to work in the office outside regular office hours and therefore be in the premises on their own. It includes guidelines on safety and dealing with visitors outside regular office hours.

The purpose of this policy is to help ensure that JA's staff are safe when working alone in the office.

JA believes that staff should have a healthy work-life balance and work within their agreed working hours. Although there will inevitably be exceptions, as a general principle JA does not encourage staff to consistently and habitually stay in the office beyond what is sensible and reasonable.

Staff should only work outside their contracted hours under the following circumstances:

- It has been requested or agreed by their line manager.
- They are working to an inflexible deadline.
- A beneficiary needs their support.

- They have to run or attend an evening event.
- They have to run or attend a major event.

Guidance to staff

If you are working before or after the Company's normal opening and closing times and are on your own, the office should be closed with the front door locked. If you think it unsafe to admit someone into the office whilst you are working alone, you have the right to refuse admission.

If you are working outside regular office hours, you become responsible for JA's visitors regardless of whether they are part of your job role accountability. You are expected to prioritise visitors' needs, as long as it does not affect your own safety.

Early or late visitors should be greeted in a professional and empathetic manner and shown or taken to a meeting room.

Staff members are responsible for advising their Manager or the Chief Executive of details of any visitors expected early or late. If you need to work outside regular office hours and will be on your own, you must inform your Manager or the Chief Executive.

SECTION 4 – WORKING ENVIRONMENT

4.1 GENERAL CONDUCT

The Company expects all employees to offer an efficient and courteous service to all clients, customers, business associates and colleagues at all times. Employees are expected to act wholeheartedly in the interests of the Company. Any conduct detrimental to relations with clients, customers, business associates, colleagues or the general public, or damaging to the Company's public image or reputation, shall be considered a breach of Company rules and may result in disciplinary action being taken.

Good customer relations are integral to the success of the Company and all our staff are expected to deal with customers, members and volunteers in a polite and courteous manner. The Company takes customer complaints very seriously. Customer complaints will be fully investigated in all instances and where a complaint regarding an employee is believed to be reasonable and the actions of the employee which caused the complaint deemed to be unacceptable, the matter shall be considered a breach of Company rules and may result in disciplinary action being taken in accordance with the Company's Disciplinary Policy and Procedure.

Staff should ensure that they are familiar with the complaints policy and procedure.

4.2 FACILITIES, PROPERTY & PREMISES

Company Property and Confidential Information: All records, files, papers, documents (including software, developed programs and machine-readable documents), equipment and other materials, linked in any way to any trade secrets or other confidential information, and relating to the Company or its clients, are and will remain the property of the Company both whilst employees are employed by the Company and after their employment with the Company ends. This is in addition to any confidentiality clause contained in an employee's Contract of Employment.

Employees must not remove Company property or equipment from the Company's premises without the prior consent of the Chief Executive. Likewise, no employee should use the Company's time, property, materials or equipment for their own personal work / usage or for unauthorised work. Any such use of the Company's time, property, materials or equipment will be classed as theft and will be dealt with in accordance with the Company's Disciplinary Policy and Procedure, which may include dismissal or summary / instant dismissal. It could also result in prosecution.

Employees in possession of a Company allocated device (such as a Company phone, iPad, Tablet etc.) should ensure that these are adequately secure to ensure confidentiality is maintained. Employees must password protect their devices to ensure that unauthorised access is prohibited. Failure to comply could result in the Disciplinary Policy and Procedure being followed.

Lost Property: Articles of lost property should be handed to the Chief Executive who will retain them whilst attempts are made to discover the owner.

Security Codes and Passwords: Any security codes or passwords are to remain strictly confidential and should **not** be divulged to any other person other than the Chief Executive (or their designee). If an employee believes that their security code or password has been discovered, they should take immediate steps to change their security code or password and inform the Chief Executive (or their designee).

Personal Property and Vehicles: The Company will take all reasonable precautions but cannot accept responsibility for any loss of, or damage to, personal property, including vehicles, brought to the Company's premises. You are requested not to bring personal items of value on to the Company's premises and not to leave personal items overnight. Anyone using their own car for business use must ensure that they have the appropriate insurance in place.

Visitors: Visitors must be signed into the building. If an unaccompanied visitor is in the office and does not appear to be being looked after by a member of staff, they should be accompanied until they can be "passed" on to the appropriate staff member.

Staff Facilities: It is the responsibility of all employees using Company facilities to keep the areas clean and hygienic at all times, and to be respectful to other employees who use the facilities. Overly fragrant food should not be eaten at employees' desks, this should be eaten in the canteen area. Where possible, employees should avoid eating their lunch at their desk.

Keyholders: Keyholders are responsible for the safekeeping of all keys. Loss or damage should be reported to a Director of the Company immediately. Keyholders' details may be submitted, as required, to the Police, Fire Service and security contractors in the event that an incident outside normal working hours may require their assistance.

Building Entry: All employees are issued with their own key to the building. Employees entering the building must only do so using their own fob, this is for Health & Safety reasons. If you forget your fob, report this to your Manager who will arrange a temporary day fob or request that you sign in and out using the staff entry/exit book.

Clear Desk Policy: The Company operates a clear desk policy. All employees should ensure that they comply with the policy (a copy of which is available from the Chief Executive and maintain a clear desk and ensure that confidential and personal data is not left unattended in public view.

4.3 DRESS CODE / PERSONAL APPEARANCE

The Company wishes to portray a professional business image to its service users and contacts. Employees are required to dress in a manner that is suitable and appropriate to the Company's business, which is deemed to be casual business wear. Whilst delivering JA's programmes to schools, staff are required to wear company polo shirts which the company will provide.

Should you report for duty wearing clothing that is deemed to be unsuitable by the Company you will be asked by your Manager to return home to change into suitable clothing before reporting back to the office.

4.4 MAIL, TELEPHONE AND DEVICE USE

All mail received by the Company will be opened, including that addressed to employees. Private mail (or parcels), should only be sent to the Company's address in exceptional circumstances. No private mail may be posted at the Company's expense except those in cases where a formal recharge arrangement has been made. The Company does not permit the distribution of chain letters, chain emails or junk mail.

Use of the Company's telephone is only for business use, not personal use (unless authorised in advance by the Chief Executive, or it is an emergency situation). Personal mobile phones should be switched to silent during working hours (unless authorised in advance by the Chief Executive).

Employees are not permitted to photograph or record any Company-related or client information or data using a mobile telephone or other device (unless authorised in advance by the Chief Executive).

Any breach of this policy will be dealt with under the Company's Disciplinary Policy and Procedure.

4.5 BUSINESS CONFIDENTIALITY

Employees must not, during (whether inside or outside the Company's premises) or after their employment, disclose confidential information relating to the Company (or any associated company) – except as authorised or required by law or their duties. Business confidentiality must be maintained at all times.

All records, files, papers, documents (including software, developed programs and machine readable documents), equipment and other materials linked in any way to any trade secrets or other confidential information and relating to the Company (or any associated company), or its clients or customers, are and will remain the property of the Company both whilst employees are employed by the Company and after their employment with the Company ends.

Confidential information means any information relating to the business of the Company (or any associated company), and includes, but is not limited to:

- Financial, sales and management accounts or information;
- Operating results and profitability;
- Unpublished financial data;
- Details of any volunteers;
- Details of any service users;
- Trade secrets or confidential information relating to or belonging to the Company (or any associated company);
- Any manuals and business methods;
- Candidate information;
- Any information which has been given to the Company in confidence by clients /service users, schools business associates or other persons;
- Non-Disclosure Agreements.

The obligations contained above are additional to, rather than replacing, any implied obligations or specific written obligations which an employee owes to the Company with regard to confidential information that may be contained in any document provided to an employee by the Company e.g. in a Contract of Employment / Employment Agreement or Statement of Main Terms and Conditions of Employment.

These obligations will continue after the termination of an employee's employment unless and until any such information enters the public domain other than through any breach of this provision by an employee. If an employee is in any doubt as to whether information is confidential or not, they should contact a Director of the Company to seek clarification.

A breach of confidentiality is a very serious matter. Any breach of this policy will be dealt with under the Company's Disciplinary Policy and Procedure and may result in dismissal or summary dismissal.

4.6 ANTI-BRIBERY AND GIFTS FROM THIRD PARTIES

JA is committed to applying the highest standards of conduct and integrity in its business activities and as such does not tolerate bribery. We expect all our employees, volunteers, officers, directors and any other persons or companies acting for or on behalf of JA to uphold this commitment, and we rely on all acting for and on behalf of JA to play their part in helping to detect and eradicate any potential for bribery.

Bribery is the offering, promising, giving, accepting or soliciting of an advantage as an inducement for action which is illegal or a breach of trust. A bribe is an inducement or reward offered, promised or provided in order to gain any commercial, contractual, regulatory or personal advantage. It may include any payment, benefit or gift offered or given with the purpose of influencing a decision or outcome. The bribe may not be of a large value; it could be an invitation to a sporting event or a luncheon.

Bribery and corruption are criminal offences and are punishable by imprisonment of up to 10 years, a fine, or both.

If the Company is found to have taken part in bribery it could also face an unlimited fine and have its business reputation seriously damaged. We will therefore operate and enforce effective systems to counter bribery and any employee who fails to comply with this policy will be dealt with under the Company's Disciplinary Policy and Procedure, which could result in summary dismissal. The employee may also be subject to criminal prosecution.

The policy sets out, in general terms, what is and is not acceptable. However, if you are in any doubt as to whether action or conduct could amount to bribery, you should refer the matter to the Chief Executive or a Director.

The policy does not directly form part of any employee's Contract of Employment and it may be amended at any time.

The purpose of this policy is to establish controls to ensure compliance with all applicable anti-bribery legislation, and to ensure that the Company's business is conducted in a socially responsible manner.

Bribes

Employees must not engage in any form of bribery, either directly or through any third party (e.g. an agent). Bribery of a foreign public official anywhere in the world is strictly prohibited.

Facilitation Payments and 'Kickbacks'

Facilitation payments are a form of bribery made for the purpose of expediting or facilitating the performance of a public official for a routine Government action, and not to obtain or retain business or any improper business advantage. These are usually made to lower level officials and typically involve small cash payments.

No employee should make a facilitation payment unless there is a risk to the employee's personal safety or security or his / her family. If this situation arises, the amount paid should be kept to a minimum, a record should be kept concerning details of the payment, and it should be reported to the Chief Executive or a Director.

The Chief Executive will be responsible for maintaining a register of all facilitation payments that are made and for evaluating the business risk and developing strategies to minimise such facilitation payments being made in the future.

Gifts, Hospitality and Entertainment

All employees are expected to conduct themselves with integrity, impartiality and honesty at all times. Accordingly, all employees are required to follow these rules regarding gifts, hospitality and entertainment.

Employees must not offer or give any gift or hospitality:

- Which could be regarded as illegal or improper, or which violates the recipient's policies; or
- To any public employee or Government officials or representatives, or politicians or political parties; or
- Which exceeds £100 in value for each individual gift or each hospitality event, unless approved in writing in advance by the Chief Executive.

Employees should not accept any gift or hospitality from the Company's business partners if:

- It exceeds £100 in value for each individual gift or each hospitality event, unless approved in writing in advance by the Chief Executive; or
- It is in cash; or
- There is any suggestion that a favour is expected or implied in return for acceptance.

Any gift or hospitality should be reasonable and justifiable and the intention behind it should be considered in all occasions. Subject to restrictions above, any gift or hospitality offered/given by an employee on behalf of the Company must first be authorised by the Chief Executive or a Director before they are offered/given. Similarly, any gift or hospitality received by an employee must always be declared and disclosed to the Chief Executive or a Director as soon as it occurs. The Company reserves the right to direct that any gift received by an employee from a third party in the course of work be also distributed to/shared with all other employees, where practicable.

If it is not considered appropriate to decline the offer of a gift, the gift may be accepted, provided that it is declared to, and authorised by, the Chief Executive or a Director.

Political and Charitable Contributions

The Company's policy is not to make donations, whether in cash or in kind, in support of any political parties or candidates, as this could be perceived as an attempt to gain an improper business advantage. We respect the right of individual employees to make personal contributions, provided they are not made in any way to obtain advantage in a business transaction.

Whilst we encourage employees to become involved in supporting charities by providing their time, in-kind services or direct financial contributions, employees must ensure that any charitable contributions made are not used as a way to conceal bribery.

The Company will only make charitable donations that are both legal and ethical. Donations should not be offered or made without the prior approval of a Director.

Record Keeping

It is important that the Company keeps financial records and has appropriate internal control mechanisms in place to evidence the business reason(s) for making payments to third parties.

All employees must declare and keep a written record of all gifts or hospitality offered or accepted, which will be subject to management review.

All expense claims submitted relating to gifts or hospitality, or expenses incurred to a third party, must be submitted following the Company's Expenses Policy. In all cases, the reason for the expenditure must be properly recorded.

The Chief Executive is responsible for maintaining a Gift, Hospitality and Entertainment Register to record relevant items that are offered or accepted.

Raising a Concern

We believe it is essential to create an environment in which employees feel able to raise any matters of genuine concern without fear of disciplinary action being taken against them, that they will be taken seriously and that the matters will be investigated appropriately and, as far as practicable, be kept confidential.

We take all matters of malpractice, improper action or wrongdoing very seriously and employees are encouraged to raise incidents or behaviours that are not in accordance with this policy.

Any employee who has a concern regarding this policy or has any suspicion of malpractice should consider raising this in the first instance to the Chief Executive at the earliest opportunity. The Chief Executive has a responsibility to listen and respond to any matter that is of concern to you. Concerns can be raised verbally or in writing. The Chief Executive will determine whether they are able to investigate the concern directly, keeping the Chairman updated, if appropriate, of progress and its conclusion.

If the Chief Executive is unable to resolve the issue, they will normally escalate the concern to the Chairperson.

If you feel that you cannot raise your concern with the Chief Executive, for whatever reason, you should contact a Director or the Chairman of the Board who will consider the matter and manage any investigation.

If you are offered a bribe by a third party, or are asked to make one, or suspect that this may occur in the future, or believe that you are a victim of another form of unlawful activity, you should raise the matter confidentially using the procedure above.

If you require further guidance as to what could constitute bribery or corruption, or require any other guidance, you should raise this confidentially with the Chief Executive or a Director.

Protection

The Company is committed to ensuring that no-one suffers any detrimental treatment as a result of refusing to take part in bribery or corruption, or because of reporting in good faith their suspicion that actual or potential bribery or corruption has occurred or may take place in the future.

Detrimental treatment includes threats, disciplinary action, dismissal or other unfavourable treatment connected with raising a concern.

If you believe that you have suffered detrimental treatment, you should contact the Chief Executive immediately, or you have the option of raising a grievance under the Company's Grievance Procedure.

Communication

Employees will be advised of this policy during their induction with the Company.

The Company's zero tolerance approach to bribery will also be communicated to all suppliers, contractors and business partners at the outset of the business relationship with them, and as appropriate thereafter.

Overall Responsibility

The overall responsibility for the policy lies with the Chief Executive.

The Chief Executive has the day-to-day responsibility for implementing this policy and for monitoring its use and effectiveness. Internal control systems and procedures will be regularly audited to monitor their effectiveness. Any improvements identified will be made as soon as is practicable.

All employees are responsible for the success of this policy and should ensure they use it to disclose any suspected danger, wrongdoing or bribery.

Employees are invited to comment on this policy and suggest ways in which it might be improved. Comments, suggestions and queries should be addressed to the Chief Executive.

4.7 WHISTLEBLOWING POLICY

The Company is committed to the highest standards of quality, honesty, openness, accountability and transparency. The Whistleblowing Policy is primarily for concerns where the interests of others or of the Company itself are at risk.

This policy is non-contractual and does not form part of an employee's terms and conditions of employment. It may be subject to review at any time by the Company.

An important aspect of accountability and transparency is a mechanism to enable employees to voice concerns in a responsible and effective manner. It is a fundamental term of every contract of employment that employees will faithfully serve their employer and not disclose confidential information about their employer's affairs.

Nevertheless, where an individual discovers information which they believe shows serious malpractice or wrongdoing within the Company then this information should be disclosed internally without fear of reprisal, and there should be arrangements to enable this to be done independently of line management. The Company has established a procedure to deal with whistleblowing concerns raised.

An employee who raises a genuine concern under this policy will not be at risk of losing their job or suffering any form of retribution or harassment as a result. Provided an employee has acted in good faith, it does not matter if they are mistaken. This policy does not, however, extend to anyone who maliciously raises a concern that they know is untrue.

The Company will treat all disclosures in a confidential and sensitive manner. The identity of the individual making the allegation may be kept confidential so long as it does not hinder or frustrate any investigation. However, the investigation process may reveal the source of the information and the individual making the disclosure may need to provide a statement as part of the evidence required. The Company encourages individuals to put their name to any disclosures they make.

The main aim of the policy is to enable employees of the Company to raise concerns internally and at a high level and to disclose information which the employee believes shows malpractice or impropriety. This policy covers concerns which are in the public interest and may at least initially be investigated separately but might then lead to the invocation of other procedures e.g. disciplinary procedures.

These concerns could include (the list is not exhaustive):

- Financial malpractice or impropriety or fraud;
- Corruption or bribery;
- Failure to comply with a legal obligation;
- Actions which endanger the health or safety of employees or the public;
- Actions which cause damage to the environment;
- Criminal activity or offences;
- Improper conduct or unethical behaviour;
- Standards of care;
- Attempts to conceal any of the above.

The policy is not designed to question financial or business decisions taken by the Company nor should it be used to reconsider any matters which have already been addressed under harassment, grievance / complaint, disciplinary or other Company procedures.

This policy applies to all employees of the Company. It also applies to all external consultants, contractors and agency staff whilst working within the Company.

It is important to the Company that any fraud, misconduct or wrongdoing by any of its employees is internally reported and properly dealt with. The Company therefore encourages all individuals to raise any concerns that they may have about the conduct of others in the Company or the way in which the Company is run. It is not necessary for the person to have proof that such an act is being, has been, or is likely to be, committed - a reasonable belief is sufficient. The individual has no responsibility for investigating the matter - it is the Company's responsibility to ensure that an investigation takes place.

Everyone should be aware of the importance of preventing and eliminating wrongdoing at work. You should be watchful for illegal or unethical conduct and report anything of that nature that you become aware of.

Employees have the right to make an appropriate external disclosure (in accordance with IOM whistleblowing legislation) without going through the internal procedure first. The Company, however, encourages employees to raise concerns with the Chief Executive prior to doing so, unless there are genuine and well-founded grounds for not doing so.

If an individual makes an allegation in good faith, which is not confirmed by subsequent investigation, no action will be taken against that individual. In making a disclosure the individual should exercise due care to ensure the accuracy of the information. If, however, an individual makes malicious or vexatious allegations, and particularly if he or she persists with making them, disciplinary action may be taken against that individual which may result in summary dismissal.

If misconduct is discovered as a result of any investigation, the disciplinary procedure will be used, in addition to any appropriate external measures.

An instruction to cover up wrongdoing is itself a disciplinary offence. If told not to raise or pursue any concern, even by a person in authority such as the Chief Executive, you should not agree to remain silent. You should report the matter to an alternative Director of the Company, or the Chairman of the Board as soon as possible.

The overall responsibility for the policy lies with the Chairman of the Board. Employees are encouraged to raise concerns to the Chief Executive at any time.

If there is evidence of criminal activity, then the Investigating Officer should inform the Police. The Company will ensure that any internal investigation does not hinder a formal Police investigation.

Due to the varied nature of these sorts of complaints, which may involve internal investigators and / or the Police, it is not possible to lay down precise timescales for such investigations. The Investigating Officer should ensure that the investigations are undertaken as quickly as possible without affecting the quality and depth of those investigations.

The media is **not** a relevant external body. Employees should not contact the media with allegations about the Company. Disclosing information in an inappropriate way (e.g. contacting the media) could result in disciplinary action being taken against the employee, which could include dismissal.

4.8 THE MEDIA

Without exception, **all** employees must direct contact with, or queries from, the media (e.g. newspaper, radio, television etc.) to the Chief Executive of the Company **without** attempting to answer any questions that are put to them.

SECTION 5 – LEAVING THE COMPANY

5.1 RESIGNATION AND EXIT INTERVIEW

An employee may terminate their Contract of Employment by resigning. Resignations should be provided in writing to the Chief Executive of the Company and be signed and dated. The Company will acknowledge receipt of an employee's resignation and respond in writing in a timely manner to confirm leaving details.

Where a verbal resignation is received, the employee will be asked to provide this in writing. Where this is not received, the employee's verbal resignation will be acknowledged in writing, providing leaving details.

Employees are required to provide their contractual notice period to the Company. Where an employee does not have a contractual notice period, then the statutory minimum notice period will apply. Unless an employee's Contract of Employment states otherwise, notice can be given on any day.

The Company reserves the right to pay employees in lieu of working all or part of their notice period.

Employees will be reminded of their obligations upon leaving the Company, in particular in relation to confidentiality clauses contained in their Contract of Employment.

The Company may use Compromise / Conciliation Agreements (or similar documents) where these are deemed appropriate.

Employees are expected to hand over ongoing work in a professional way. All files must be in good order.

Employees who leave the Company may be eligible to receive payment in lieu of any outstanding unused pro-rata annual holiday entitlement. Where the employee's holiday leave taken exceeds their pro-rata entitlement, the Company will make an appropriate deduction from the employee's final salary payment. If an employee's final salary payment is insufficient to recover the overpayment, then arrangements will be negotiated for the recovery of the balance owed to the Company.

Employee benefits will terminate on the employee's last date of employment with the Company. A final payslip and any other leaving documents will be sent to the employee following their final pay date.

The Company reserves the right to deduct any outstanding loan balances, or other monies due to the Company, from the employee's final salary payment.

Where appropriate, an exit interview will be completed with the employee by a Director of the Company (or their designee).

Terminating Employment Without Giving Notice: In the event that you leave the Company without giving notice (contractual notice or statutory notice if applicable) either by failing to give any notice whatsoever, or by working a reduced notice period only, without obtaining the Company's prior written consent, the Company reserves the right to deduct one day's pay from your final salary for each day not worked during your notice period.

5.2 GARDEN LEAVE

If either you or the Company serves notice on the other to terminate employment, the Company reserves the right to require you to carry out alternative duties or place you on 'garden leave' during all or part of any remaining period of employment. If you are placed on garden leave, the Company will pay your full existing salary and benefits for the garden leave period. During any period of garden leave the employee:

- Will not be permitted to attend their place of work or any other premises of the Company unless requested by a Director;
- May be asked to resign immediately from any offices held in the Company or any associated company;
- May not be required to carry out duties during the remaining period of employment;

- Must return to the Company all documents and other materials (including copies) belonging to the Company or associated companies containing confidential information;
- May be required to take any outstanding holiday entitlement;
- Will not be permitted to contact or attempt to contact any client, customer, supplier, agent, professional advisor, broker or banker of the Company or any associated company, or any employee of the Company or associated company, without the prior written consent of a Director of the Company.

During any period of garden leave the employee may also not work for any other company or organisation or on their own behalf without the prior written consent of the Chief Executive.

During any period of garden leave an employee must remain readily contactable and available for work at the Company's request. Should an employee fail to make themselves available for work, having been requested by the Company to do so, they shall forfeit their right to salary and contractual benefits in respect of such period of non-availability.

5.3 OBLIGATIONS UPON LEAVING THE COMPANY

Upon termination of an employee's employment for whatever reason, the employee shall promptly return to the Company all Company property (whatsoever) or any property belonging to any third party held by the employee on behalf of the Company (or any associated company) including equipment, all documents / papers / files (held in paper or electronic form), laptop computer and accessories, pagers / mobile telephones and accessories, office keys, door access alarm fobs for Company premises, computer disks, tapes, memory sticks, computer programs, or copies of the same.

If an employee does not return the Company property, the Company shall have the right to sue for restitution and claim damages if damage has arisen from the absence or the delay of the return.

Employees are also required to provide system passwords to the Company in advance of their leaving date when requested.

5.4 RETIREMENT

The Company does not have a compulsory retirement age in force.

5.5 REDUNDANCY

The Company recognises that from time to time it may require fewer employees to work because of economic, technological or other business-related reasons; or as a result of reorganisation of work. This could result in redundancies. It is the Company's policy to comply with statutory redundancy payment provisions for eligible employees and to consult with employees as appropriate.

Alternatives to redundancy will be considered before redundancy decisions are made and the Company will try to avoid redundancies wherever possible.

Employees who have two or more years' continuous service with the Company will be entitled to receive a statutory redundancy payment. This will be calculated according to the statutory redundancy payment levels in force at the time. Any statutory redundancy payment will be in addition to any notice period the employee is entitled to receive.

An employee under notice of redundancy dismissal who has at least two years' continuous service will be granted reasonable time off to look for alternative work with another employer. This will include reasonable time off to attend interviews or to undergo training for alternative work. Any time off must be arranged and approved in advance by the employee's Manager or a Director of the Company. The Company will comply with its statutory obligations in redundancy situations.

SECTION 6 – EMPLOYEE RELATIONS

6.1 DISCIPLINARY POLICY AND PROCEDURE

The Company expects employees to meet high standards of conduct and performance. The disciplinary policy is designed to help and encourage employees to achieve and maintain appropriate standards of conduct, attendance and job performance. The disciplinary procedure is designed to establish the facts quickly and to deal with disciplinary issues consistently.

Generally, minor issues can be resolved informally through coaching, informal discussions and performance management. The disciplinary procedure will be used to deal with consistent poor performance and repeated minor offences, or with more serious cases of poor performance, attendance, misconduct or gross misconduct.

This policy and procedure applies to all employees of the Company. It may extend to behaviour outside of working hours where this could be deemed to have a detrimental impact or adverse effect on the Company. It is non-contractual and does not form part of an employee's terms and conditions of employment. The content may be subject to revision from time to time.

Wherever possible, the Chief Executive will try to resolve concerns with employees informally by discussion, coaching, performance management and assessing any additional training or other support that the employee may require.

No employee will be dismissed for a first breach of discipline, except in the case of gross misconduct. The penalty for this will be summary dismissal i.e. dismissal without notice or pay in lieu of notice.

Disciplinary action may be taken against an employee even though there may be only one witness to an event or incident, particularly where the event or incident is of a serious nature e.g. physical, mental or verbal abuse; theft, fighting etc.

If a disciplinary warning is given under the procedure, the warning will normally remain active / 'live' for between 6 and 12 calendar months, according to the seriousness of the misconduct. After this period the warning will no longer be used as justification for invoking further disciplinary action.

The Company may use the services of an external HR resource at any point during the disciplinary procedure.

Investigation: The Company is committed to ensuring that all breaches of disciplinary rules are fully investigated. This may involve carrying out interviews with the employee concerned and any other third parties (e.g. witnesses, colleagues, clients, Managers) as well as analysing written records and other information. No disciplinary action will be taken until the matter has been fully investigated.

Investigation and disciplinary action will not necessarily await the outcome of any Police enquiry or legal proceedings. Similarly, criminal charges outside of work will not necessarily be grounds for disciplinary action or dismissal. However, if the charges for an offence are such that they affect the Company, its employees, or clients then the Company will take any actions deemed necessary.

Suspension: During a period of investigation, an employee may be suspended on full pay, if deemed appropriate. Suspension will be for as short a period as possible, whilst allowing for a thorough investigation to be completed. Suspension under these circumstances is not a disciplinary sanction.

Disciplinary Meetings / Hearings: Employees will be advised in writing of the nature of the complaint against them, provided with copies of any evidence or witness statements and the arrangements for any disciplinary meeting / hearing.

Employees have a right to be accompanied by a work colleague or trade union representative at any meetings / hearings that take place at each formal stage of the disciplinary procedure. Employees will be reminded that they may request to bring along a colleague or trade union representative to any disciplinary meeting / hearing, if they wish to do so.

The name of any companion must be provided to the Company in advance of the disciplinary meeting / hearing. Should the companion not be available, the meeting may be delayed for up to 5 working days. All parties should make every effort to attend any disciplinary meeting arranged.

Where possible and practicable to do so, the individual conducting the hearing will not have been involved in the investigation of the allegation. This may not be possible in every situation.

The Company will ensure that another Company representative is present at any formal meeting / hearing to act as a witness and note-taker.

Employees will have the opportunity to state their case and respond to any allegations before any decision is made at a disciplinary meeting / hearing. The Individual conducting the hearing will take into account any mitigating circumstances when considering and reaching disciplinary decisions and may adjourn the hearing for any further investigation to be carried out.

Any decision taken by the Company will be based on the information available at the time of the disciplinary meeting. Where an employee fails to attend disciplinary (or appeal) meetings / hearings without good reason or are persistently unable to do so (e.g. due to ill health), the Company may have to take a decision based on the available evidence.

Under no circumstances are employees or their companions allowed to video or record any informal meetings or formal hearings, including appeals hearings, as part of the disciplinary procedure.

Employees will be advised in writing of the outcome of the disciplinary meeting / hearing and whether any disciplinary action is being taken. They will also be advised of their right of appeal.

Appeals: Employees who wish to appeal any disciplinary decision should do so following the appeals process. An appeal meeting will be arranged as soon as practicably possible and will be conducted by a more Senior Colleague, Director or Chairman of the Board who was not involved in the original disciplinary hearing, where possible.

Misconduct

Detailed below are some examples of behaviour that the Company would consider misconduct; this list is not exhaustive and is given for guidance only:

- Poor timekeeping / lateness or absenteeism;
- Failure to devote the whole of your time, attention and abilities to the Company's business and its affairs during your normal working hours;
- Failure to follow absence reporting procedures without good reason;
- Any periods of sickness without the appropriate supporting medical certification;
- Abuse of any discretionary sick pay provided by the Company;
- Failure to achieve required work standards, targets (sales or other) or poor work performance;
- Failure to maintain an acceptable standard of dress and personal hygiene;
- Rudeness towards customers, clients, members of the public or other employees;
- Swearing and the use of inappropriate or offensive language in the workplace;
- Disobedience or insubordination, including a failure to follow reasonable management instructions;
- Minor breach of Company Policies;
- Minor breach of regulations imposed by the Company's Regulator;
- Minor breach of Health and Safety rules and procedures, including the failure to report immediately any damage to property or premises caused by you.

Gross Misconduct:

Gross misconduct is misconduct serious enough to prejudice the business or reputation of the Company and/or to damage the working relationship and trust between the Company and employee. Normally the employee's Contract of Employment would be ended summarily, which means that they would be dismissed without notice or payment in lieu of notice.

Examples of gross misconduct include, but are not limited to:

- Persistent poor timekeeping / lateness, absenteeism or time wasting;
- Persistent failure to achieve required work standards, targets (sales or other) or poor work performance;
- Persistent failure to maintain an acceptable standard of dress and personal hygiene;
- Serious breach of Company policies;
- Fighting, physical abuse, assault, battery, threatening physical violence or behaviour which caused alarm, distress or injury to clients, residents, employees/staff or visitors;
- Serious insubordination, disobedience, gross rudeness or offensive behaviour to clients, employees or visitors;
- Disorderly or indecent conduct, inappropriate conduct or language or other offensive or aggressive behaviour;
- Providing false information to a Company representative or falsifying information to obtain employment;
- Breach of confidentiality, unauthorised disclosure of confidential information, failure to keep confidential information secure;
- Breach of the Company's data protection policies;
- Theft, fraud, attempted fraud, corruption, bribery, deliberate falsification of records, misappropriation of Company property or funds;
- Theft of property belonging to clients, employees or visitors;
- Deliberate, reckless or malicious damage to Company property;
- Wilful damage or neglect which leads to damage of Company property, or property belonging to clients, employees or visitors;
- Serious negligence which causes or might cause unacceptable loss, damage or injury;
- Unauthorised absence from duty or from Company premises;
- Serious breach of contract;
- Gross negligence or dereliction of duty;
- Serious breach of trust and confidence;
- Bringing the Company or the Company's name into disrepute;
- Incitement or an actual act of bullying, harassment, victimisation, discrimination or retaliation against any individual who has raised a complaint of these – including during Company organised social events;
- Unauthorised consumption of alcohol or non-prescribed / illegal drugs immediately prior to a rostered shift or during working hours;
- Possession use or supply of non-prescribed / illegal drugs on Company premises;
- Serious incapability during working hours brought on by alcohol or drugs or they're after-effects;
- Contravention or serious breach of the Company's Health and Safety rules, including smoking on Company premises;
- Failure to notify the Company and give a full report of any incident involving clients, visitors or any other person connected with the Company (particularly where injury, physical or mental damage or distress is caused to persons, property or vehicles; or any incident involving the Police relative to employment);
- Unauthorised, inappropriate, negligent or excessive use of Company property, systems or equipment, including personal email, internet and social media usage e.g. Facebook.
- Infringement of the Company's IT Policy rules, including deliberately accessing internet sites containing pornographic, offensive or obscene material and contravention of the Company's policies on the use of Social Media;
- Operating any form of illegal business activity on Company premises;
- Being charged with and/or convicted of a criminal offence which in the opinion of the Company makes the person unsuitable or unable to carry out their work duties (e.g. the loss of a driving licence for a driver).

If at any stage in the disciplinary procedure it appears that a criminal offence has been committed the Police will be notified.

Disciplinary Procedure:

In most cases the procedure will occur sequentially, although it may be implemented at any stage depending on the severity of the alleged misconduct.

INFORMAL STAGE:

The Company recognises that informal discussions in the areas of conduct and performance occur during the day-to-day management of employees. These informal discussions do not form part of the formal disciplinary process and it is expected that the majority of issues can be resolved in this informal way.

In an informal meeting between the employee and the Chief Executive, the Chief Executive should aim to:

- Make the employee aware of the exact nature of the problem relating to conduct or performance, and why it is a problem;
- Seek the employee's commitment to achieving the required conduct or performance standards;
- Assess any other support or training needs the employee may require;
- Set a review date at which time the Manager should, in conjunction with the employee, assess whether the employee's conduct or performance has improved sufficiently.

The Chief Executive should keep a performance improvement note / record of the meeting, including:

- The date the meeting took place;
- What was discussed at the meeting;
- Any review date set.

Employees should be provided with a copy of this performance improvement note / meeting record and advised that failure to improve could lead to the Company's formal Disciplinary Procedure being invoked.

Where matters are more serious or if the issue cannot or has not been dealt with satisfactorily on an informal basis, the formal Disciplinary Procedure below should be used.

FORMAL STAGE 1 – WRITTEN WARNING

If conduct or performance is unsatisfactory, the employee will be given a written warning or performance note. Such warnings will be recorded but disregarded after 6 months of satisfactory service. The employee will also be informed that a final written warning may be considered if there is no sustained satisfactory improvement or change. (Where the first offence is sufficiently serious, for example because it is having, or is likely to have, a serious harmful effect on the Company, it may be justifiable to move directly to a final written warning.)

Such warnings will be recorded but disregarded after 6 months of satisfactory service.

The employee will be advised that this is **Stage 1** of the Company's Disciplinary Procedure and that if there is no satisfactory improvement, further disciplinary action may be taken.

The employee will be advised of his / her right of appeal.

FORMAL STAGE 2 – FINAL WRITTEN WARNING:

If the offence is serious, or there is no improvement in standards, or if a further offence of a similar kind occurs, a final written warning will be given which will include the reason for the warning and a note that if no improvement results within 6 months, action at Stage 3 will be taken.

The employee will be advised that this is **Stage 2** of the Company's Disciplinary Procedure and that if there is no satisfactory improvement, further disciplinary action may be taken.

A copy of the **written warning** will be placed on the employee's personnel file. **The written warning will remain 'live' for a period of 12 months.** After this period of time it will then be disregarded for disciplinary purposes. The written warning will detail:

- The nature of the complaint / performance problem;
- The improvement that is required;
- The timescale for improvement;
- The consequences of failing to reach and maintain the standards required;
- The employee's right of appeal.

FORMAL STAGE 3 – DISMISSAL (OR SOME ACTION SHORT OF DISMISSAL):

If the conduct or performance has failed to improve, the employee may suffer demotion, disciplinary transfer, loss or seniority (as allowed in the contract) or dismissal.

The employee will be advised that this is **Stage 3** of the Company's Disciplinary Procedure.

A copy of the dismissal (or some other action short of dismissal) will be placed on the employee's personnel file. The notification will detail:

- The effective date of dismissal (or other action short of dismissal being effective);
- The reason for the actions taken;
- The employee's right of appeal.

Alternatives short of dismissal may include:

- Demotion, if another post is available at the appropriate rate;
- Transfer to another department;
- Transfer of duties;
- Suspension from work without pay for up to 5 days.

If a sanction short of dismissal is imposed, the employee will receive details of the complaint, will be warned that dismissal could result if there is no satisfactory improvement, and will be advised of their right of appeal. A copy of the disciplinary penalty / action will be kept on the employee's personnel file for **12 months** and will be disregarded for disciplinary purposes after this period.

Appeals Procedure:

Employees have a right to appeal against all formal levels of disciplinary action. Appeals must be made in writing to a Director of the Company within 5 working days of receiving the disciplinary decision / sanction and be signed and dated. The appeal should clearly state the grounds for appeal.

Following receipt of this, an appeal meeting will be arranged in a timely manner. Where reasonably practicable, this will be with an alternative Director or Chairman of the Board who has not been involved with disciplinary procedure. The employee can request to be accompanied by a work colleague or trade union representative. The employee must advise the Director or Chairman of the Board who will be accompanying them in advance of the appeal meeting. Another Company representative will attend the meeting to act as witness and note-taker.

All parties should make every effort to attend any appeal meeting arranged. The meeting may be adjourned for any further investigation that may be deemed necessary.

An appeal hearing is intended to focus on specific factors that the person feels have received insufficient consideration, such as:

- An inconsistent / inappropriate harsh penalty;
- Extenuating circumstances;
- Bias of the disciplining Manager;
- Unfairness of the hearing;

- New evidence subsequently coming to light.

The Director or Chairman of the Board, conducting the appeal hearing has the authority to uphold the original decision, overturn or reduce a disciplinary penalty.

Following the meeting, the employee will be advised, in writing, of the outcome of the disciplinary appeal meeting. This will normally be within 5 working days. This decision will be final.

Where an appeal against dismissal fails, the effective date of termination will be the date on which the employee was originally dismissed.

The Company reserves the right to appoint the services of an external mediator or independent person where it considers it appropriate to do so.

6.2 GRIEVANCE POLICY

The Company will try to make every effort to ensure that the working life of its employees is trouble free; however, there may be times when issues occur. The Company hopes that most grievances can be dealt with and resolved in an informal manner by discussion. Where this is not possible, employees may use the grievance procedure, which provides a fair and consistent way of seeking satisfactory solutions to problems.

The Company will try to resolve any concerns that are raised as quickly as possible to the satisfaction of the employee concerned. Where this is not possible, every effort will be made to explain the reason for the decision. If an employee is not satisfied with the outcome, they have the right to appeal and pursue their grievance to the next step of the procedure. The Company reserves the right to make use of an external HR resource to assist at any stage during the Grievance Procedure.

This policy and procedure applies to all employees of the Company. It is non-contractual and does not form part of an employee's terms and conditions of employment. The content may be subject to revision from time to time.

Wherever possible, employees should try to resolve grievances informally by discussion with the Chief Executive before invoking the formal grievance procedure. Where an employee wishes to raise a formal grievance, this should be put in writing, dated and provided to the Chief Executive. It should clearly state the nature of the grievance. Concerns raised will be treated seriously and every effort will be made to find an appropriate resolution.

Employees may be accompanied by a work colleague or trade union representative at any meetings that take place at each formal stage of the grievance procedure.

Employees who wish to appeal any grievance decision should do so following the appeals process.

Under no circumstances are employees or their companions allowed to video or record any informal meetings or formal grievance meetings, including appeals meetings, as part of the grievance procedure.

Employees who raise grievances will be treated fairly at all times before, during and after any grievance meetings / hearings. If an employee is found to have brought forward a claim that is malicious or made in bad faith, the matter may be dealt with via the Company's Disciplinary Policy and Procedure.

The Company reserves the right to appoint the services of an external mediator or independent person where it considers it appropriate to do so.

Grievance Procedure:

INFORMAL STAGE

In the first instance, employees should try to resolve grievances informally with the Chief Executive. If an employee does not wish to raise a complaint directly with the Chief Executive (e.g. if the concern is regarding the Chief Executive or is of a sensitive nature) then they can raise their concern with the Chairman of the Board. It is hoped that the majority of concerns can be resolved on an informal basis.

If the grievance cannot be settled informally, the employee should raise it formally with the Chief Executive using the formal procedure below.

If an employee has a complaint concerning alleged bullying, harassment, discrimination, victimisation, a wrongdoing or suspected criminal offence by a fellow employee then this should be raised **immediately** with the Chief Executive of the Company.

FORMAL STAGE 1 – RAISING A GRIEVANCE:

If an employee feels that their concern has not been dealt with satisfactorily and resolved through informal discussion, they should put their grievance in writing to the Chief Executive and ensure it is signed and dated.

Managers (or Directors) who receive any formal grievance correspondence relating to employee concerns must deal with these in a timely manner. The employee's grievance should be acknowledged in writing and a formal grievance meeting arranged.

FORMAL STAGE 2 – GRIEVANCE MEETING:

The employee will be invited to attend a grievance meeting to discuss the issue or concern and can request to be accompanied by a work colleague or trade union representative. The employee must advise the person holding the grievance meeting who will be accompanying them in advance of the grievance meeting being held. Another Company representative may be present at the meeting to act as a witness and note-taker. All parties should make every effort to attend any grievance meeting arranged.

Prior to any meeting, any investigation that may need to be taken will be completed. The meeting may also be adjourned for any further investigation that may be deemed necessary.

Following the meeting, the employee will be advised, in writing, of the outcome of the grievance meeting and the appeals procedure. This will normally be within 5 working days.

FORMAL STAGE 3 – APPEAL:

An employee may appeal against the outcome of a grievance meeting within 5 working days. The employee should put their appeal in writing, clearly stating the grounds for appeal, date it, and forward this to the Chairman of the Board.

Following receipt of this, a further meeting will be arranged in a timely manner. Where reasonably practicable, this will be with the Chairman who has not been involved with the grievance. Another Company representative may be present at the meeting to act as witness and note-taker.

The employee can request to be accompanied by a work colleague or trade union representative. The employee must advise the Chairman who will be accompanying them in advance of the grievance appeal meeting. All parties should make every effort to attend any grievance appeal meeting arranged. The meeting may be adjourned for any further investigation that may be deemed necessary.

Following the meeting, the employee will be advised, in writing, of the outcome of the grievance appeal meeting. This will normally be within 5 working days. This decision will be final.

6.3 ANTI-BULLYING AND HARASSMENT POLICY

The Company's policy is to prohibit any form of unlawful bullying or harassment. In addition, the Company prohibits any other form of bullying or harassment even if it is not unlawful, but which is considered unacceptable in the workplace. The Company will **not** tolerate any form of bullying or harassment under any circumstances.

Breaches of the Company's Anti-Bullying and Harassment Policy will not be tolerated and will be dealt with under the Company's Disciplinary Policy and Procedure. In serious cases, this could lead to summary dismissal for gross misconduct.

This policy also applies to Company organised events / functions that take place outside of the workplace or outside of normal working hours (e.g. office parties and functions, celebrations etc.)

All employees have the right to work in an environment free of intimidation. It is the duty of all Managers to implement and uphold this policy and all employees have a responsibility to ensure that bullying and harassment does not occur in the workplace.

The Company expects all Managers to ensure that this policy and associated procedure is adhered to at all times and expects its employees to respect the dignity of all others, including fellow employees, clients, and visitors.

Managers are required to treat any reports of bullying or harassment seriously and/or if they suspect that there may be inappropriate conduct, they must take appropriate action immediately. All concerns and complaints raised will be investigated in a fair, timely and confidential manner.

The Company recognises the sensitive nature of complaints of sexual harassment and employees may request to speak in confidence with a member of the same sex should they prefer (and where it is practicable to do so).

The Company also recognises the sensitive nature of other bullying or harassment. Any person who believes that they are being bullied or harassed may wish to discuss their situation before deciding what action to take. The Company operates an open-door policy and employees are encouraged to discuss any concerns with the Chief Executive on an informal basis as a first step.

The Company appreciates that this may not always be appropriate in the circumstances. If this is the case, individuals can discuss the situation with the Chief Executive.

Where an informal route does not resolve the matter, or where the situation is considered more serious, employees may make a formal complaint following the Company's Grievance Policy. The matter will then be dealt with in accordance with the Grievance Policy and Procedure. A complaint should be put in writing, and dated, outlining the alleged incidents, when they occurred, the harm they caused, the names of any witnesses and the name of alleged bully / harasser. This should be provided to a Director of the Company. The matter will then be independently investigated.

The Company will promptly and thoroughly investigate all reports of bullying or harassment. Investigations will be designed and conducted to protect the privacy of the people involved to the greatest extent possible. Employees can be assured that they will not be ridiculed or victimised for making, or assisting a colleague in making, a complaint – even if it is not upheld, as long as it is made in good faith.

During investigation (or following the outcome of the proceedings), it is recognised that the parties involved may find it difficult to continue to work together. The Company will consider seriously any request for transfer, although this cannot be guaranteed.

Everyone involved in an investigation, including witnesses, will be required to maintain confidentiality – a failure to do so may be considered a disciplinary matter.

If an individual decides not to take any action to deal with the problem and the circumstances described are very serious, the Company reserves the right to investigate the situation. The Company has an overall duty of care to ensure the safety of all employees who may be adversely affected by the alleged bully's or harasser's behaviour.

Following investigation, the matter may be dealt with via the Company's Disciplinary Policy and Procedure. Employees will have the right of appeal against any disciplinary action taken against them in accordance with the Company's Disciplinary Policy and Procedure.

HARASSMENT

Harassment is unwanted conduct that intentionally or unintentionally violates a person's dignity, or creates an intimidating, hostile, degrading, humiliating or offensive working environment for them.

Where it cannot be established that there was an intention to offend, conduct will only be regarded as violating a person's dignity or creating an intimidating, hostile, degrading or offensive environment if, taking all the circumstances into account, it would be reasonable to come to that conclusion.

People can be subjected to harassment on a wide variety of grounds, including (but not limited to): sex-based (purely because of gender), sexual (sexual in nature), sexual orientation, trans-sexualism (gender reassignment), racial harassment, and disability-based harassment (e.g. mimicking a person's disability, placing objects out of reach etc.).

Harassment is normally characterised by more than one incident of unacceptable behaviour, particularly if it reoccurs, once it has been made clear by the victim that they consider it offensive. One incident may constitute harassment if it is sufficiently serious. Harassment on any grounds, including the above, will **not** be tolerated.

Examples of harassment include (but are not limited to):

- **Verbal:** crude language, open hostility, offensive jokes, suggestive or degrading remarks, innuendoes, rude or vulgar comments, wolf-whistles, malicious gossip and offensive songs.
- **Non-Verbal:** obscene gestures, sexually suggestive posters / calendars, pornographic material (both paper-based and computer generated, including screen savers), graffiti, offensive letters, offensive emails, text messages and offensive objects.
- **Physical:** unnecessary touching, patting, pinching, hugging or brushing against another person's body; unwanted sexual flirtation; intimidating behaviour, assault and physical coercion.
- **Isolation:** isolation or non-cooperation and exclusion from social activities.
- **Intrusion:** following, pestering, spying etc.

It should be noted that the examples above do not have to occur on Company premises or time and that they can apply in terms of employees, clients or visitors, or any other person who employees may come into contact with through their links to the Company.

No-one may subject another person to sexual harassment or unwelcome conduct of a sexual nature. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature that is so severe or pervasive that a reasonable person would find such behaviour offensive. Sexual harassment can occur between members of the same or opposite sex.

Harassment will also occur where a person is treated less favourably because he or she has rejected or refused to submit to sex-based harassment. No-one may threaten or imply that a person's submission to or rejection of sexual advances will in any way influence any decision about that person's advancement, duties, compensation, or other terms and conditions of employment.

BULLYING

Bullying is a gradual wearing down process comprising a sustained form of psychological abuse that makes victims feel demeaned and inadequate. Bullying can take many forms. It is generally accepted as unwanted behaviour that offends, persecutes or excludes someone. It includes treating individuals in a demeaning and unacceptable way and can be intimidating, malicious or insulting, or a misuse of power to undermine, humiliate, threaten or cause injury.

Workplace bullying can range from extreme forms such as violence and intimidation to less obvious actions like deliberately ignoring someone at work. These can be split into two categories and must be viewed in terms of the distress they cause the individual.

The obvious - include: shouting or swearing at people in public and private; persistent criticism; ignoring or deliberately excluding people; persecution through threats and instilling fear; spreading malicious rumours; constantly undervaluing effort; dispensing disciplinary action that is totally unjustified; spontaneous rages, often over trivial or minor matters.

The less obvious - include: withholding information or supplying incorrect information; deliberately sabotaging or impeding work performance; removing areas of responsibility and imposing menial tasks.

It should be noted that the examples above do not have to occur on Company premises or time and that they can apply in terms of employees, clients, or visitors or any other person who employees may come into contact with through their links to the Company.

Managers are responsible for:

- Monitoring the working environment to ensure that acceptable standards of conduct are observed at all times and to model appropriate behaviour themselves;
- Treating all issues raised seriously and confidentially;
- **Immediately** notifying a Director of the Company of any bullying or harassment complaints, or suspicions of such behaviour going on;
- Taking any other actions as required of them by the Company in relation to dealing with acts of bullying or harassment.

All employees are responsible for:

- Co-operating with any measures introduced by the Company to manage bullying or harassment in the workplace;
- Refraining from taking any actions which could be considered or construed as acts of bullying or harassment;
- Bringing to the attention of their Manager or a Director of the Company immediately any concerns relating to bullying or harassment at work;
- Not bringing forward an untrue or malicious claim or deliberately misleading the Company during any investigation. If an employee is suspected of doing so this will be dealt with under the Company's Disciplinary Policy and Procedure; and
- Resolving any issues on an informal basis, where possible. If employees feel comfortable in doing so they should:
 - Report their observations of the offender's behaviour clearly and accurately to the offender;
 - Explain the impact of the offender's behaviour on them;
 - Clearly state that they want the behaviour to stop;
 - If possible, describe an alternative behaviour that creates a more positive interaction.

An employee who feels that they are the subject of retaliation due to raising a concern in relation to this policy should report the situation to a Director of the Company as soon as possible.

SECTION 7 – TRAINING & DEVELOPMENT

7.1 TRAINING AND DEVELOPMENT

The Company's success is reliant on a flexible and knowledgeable workforce. Everyone has a unique contribution to make to the success of the Company.

All employees will be treated equally regarding access to training and development opportunities which have been identified in order to enable them to do their job.

Training and development needs will be identified via employee performance reviews, but employees are expected to identify any training needs that they have as required.

The Company supports learning and personal development of its people in a number of ways, including: via the Company's performance review process, coaching, mentoring, on-the-job training, off-the-job learning, and where appropriate formal training programmes which may be provided from time to time at the Company's discretion.

Training and development requests will be approved by the Chief Executive.

7.2 PERFORMANCE REVIEW

The Company seeks to both support and continually develop the capabilities, effectiveness and individual potential of its employees to enhance their efforts towards the achievement of the Company's objectives and success.

The Company's policy is that each employee will have a performance review meeting at least annually. A summary of the performance review will be made and will be a fair representation of the discussion held. This will be referred to as a working document throughout the forthcoming year.

The Company's performance review process has been designed to meet the following objectives:

- To assist employees in performing their job to the best of their ability, maximising their job satisfaction and their contribution to Company objectives;
- To improve communication and strengthen employee / management relationships;
- To identify training and development needs;
- To highlight the potential that each employee has to develop within their current or a future position, and assist in succession planning; and
- To maintain up to date records of employee performance, skills, abilities and qualifications.

Two core elements of the review process are that, firstly, every employee should be clear about their aims for the year ahead; and secondly, they should have at least one formal meeting each year with their Manager (or Chief Executive) to review their performance and development needs.

The Company will ensure that employees have access to performance reviews and that a fair and equitable process is followed.

In addition, it is intended that ongoing support is provided to each employee through the 1 2 1 framework. Your Manager or Chief Executive will discuss and agree with each employee how frequently 1 2 1 meetings will be held.

Employees will be advised of the performance standards and expectations required of them and any areas of underperformance will be dealt with either on an informal basis, or where underperformance is more concerning, via the Company's Disciplinary Policy and Procedure.

Great importance is attached to the performance review process. Employees should talk to their Manager in the first instance if they are not getting regular opportunities to discuss and plan performance objectives for the future and review their personal development.

Performance review documents will be kept in a confidential manner with access restricted to authorised personnel only.

Employees are required to work effectively and are responsible for ensuring that they meet the performance standards and expectations advised to them and achieve their agreed performance objectives. Any employee, who feels they require additional training or assistance to achieve and maintain appropriate performance levels or individual performance objectives, should discuss this with their Manager as soon as possible.

Where any underperformance concerns are discussed with an employee, the employee is responsible for ensuring that corrective action is taken to improve the relevant underperformance areas within the timescales advised to them. Employees should be aware that failure to achieve and maintain a sufficient level of performance may lead to disciplinary action being taken in accordance with the Company's Disciplinary Policy and Procedure.

SECTION 8 – IT & DATA SECURITY

8.1 IT AND INFORMATION SECURITY POLICY

The Company is committed to ensuring that information security is given the highest possible degree of importance. Information is central to our business and it is our aim to ensure that the confidentiality, integrity and availability of this information is protected at all times.

We will ensure that we continually identify and assess the threats to information security with which we are faced and will develop controls and systems that are aimed at controlling such threats and minimising the risk of information security breaches. We are fully committed to the promotion of best practice in terms of information security management.

It is the Company's policy to ensure that:

- Information will be protected from unauthorised access;
- Confidentiality of information will be assured;
- Integrity of information will be maintained;
- Regulatory and legislative requirements will be met;
- All breaches of information security, actual or suspected, will be reported to and investigated by the Company and dealt with appropriately. We will take firm action, disciplinary if necessary, to protect our Company's assets in cases where breaches of security are proven;
- Risks, threats and vulnerabilities to the Company's information are minimised.

Employees who are discovered contravening the Company's IT and Information Security Policy may face serious disciplinary action under the Company's Disciplinary Policy and Procedure. Depending on the seriousness of the offence, it may amount to gross misconduct and could result in the employee's summary dismissal.

All data in the Company's computer and communication systems (including documents, other electronic files, email and recorded voice mail messages) are the property of the Company. The Company may inspect and monitor such data at any time.

No individual should have any expectation of privacy for messages or other data recorded in the Company's systems. The deletion of a document or message may not prevent access to the item or completely eliminate the item from the system.

The following activities which present security risks should be avoided:

- Attempts should not be made to bypass or render ineffective, security facilities provided by the Company;
- Individual users should never make changes or modifications to the hardware configuration of computer equipment;
- Requests for such changes should be directed to the Chief Executive.
- Individual users should never load personal software to Company computers. This practice risks the introduction of a computer virus into the system. Requests for loading such software should be directed to the Chief Executive.
- Computer games should not be loaded onto the Company's systems;
- Unlicensed software should not be loaded or executed on the Company's systems;
- Company software (whether developed internally or licensed) should not be copied onto other media for the purpose of backing up your hard drive. Software documentation for programs developed and licenses by the company should not be removed from the Company's offices;
- Individual users should not change the location or installation of computer equipment in offices and work areas. Requests for such changes should be directed to the Chief Executive.

Internet Acceptable Use Policy

The Company has provided access to the internet for authorised users to support its business objectives. No use of the Internet should conflict with the primary purpose of the Company. Each user is personally responsible to ensure that these guidelines are followed. Serious repercussion, including termination of employment, may result if the guidelines are not followed.

The Company may monitor usage of the internet by employees including reviewing a list of sites accessed by an individual. No individual should have any expectation of privacy in terms of his or her usage of the Internet. In addition, the Company may restrict access to certain sites that it deems are not necessary for business purposes.

Email, Voicemail and Internet Access

The Company's email, voicemail and internet systems are to be used only for Company business. Email, the internet, or other communications systems may not be used to solicit others for commercial ventures, religious or political causes, or the like. All email and voicemail correspondence are the property of the Company.

Employees must represent themselves and the Company professionally and ensure that none of their actions create legal or security exposures for Company, damage its reputation or cause embarrassment. Employees should not use the internal email system to discuss Company or Director decision making with colleagues, any concerns relating to these matters should be raised directly with a Director.

Any transmission (whether inbound or outbound), or any other use of email, voicemail, internet or other communication methods that contain:

- Sexually-explicit or pornographic images, messages or cartoons;
- Ethnic or racial slurs; or
- Anything that may be construed as discriminatory, harassing, bullying or offensive to others or that is unlawful and breaches the Company's Equal Opportunities Policy is strictly prohibited.

Under NO circumstances can any pornographic internet site be accessed during working hours or at any time using a computer belonging to the Company. Logging on to sexually explicit websites or the downloading and / or circulation of pornography or obscene material or using the Internet for gambling or illegal activities constitutes gross misconduct and could render the employee liable to summary dismissal under the Company's Disciplinary Policy and Procedure.

Employees have access to email and the Internet for exclusive use in connection with the Company's business and as part of the normal execution of the employee's job duties. The purpose of these rules is to protect the Company's legal interests. Unregulated access increases the risk of employees inadvertently forming contracts through email and increases the opportunity for wrongful disclosure of confidential information. In addition, carelessly worded email can expose the Company to an action for libel.

Email should not be used for unsolicited correspondence or marketing campaigns and employees may not commit the Company financially by email unless they have been granted a specific level of delegated authority to do so.

Employees are not permitted to surf the Internet or to spend excessive time "chatting" by email, posting blogs or updates to social media sites (such as Facebook) for personal and private purposes during their normal working hours. Employees are also prohibited from circulating any non-business material via the Company's IT systems. Not only does excessive time spent online lead to loss of productivity and constitute an unauthorised use of the Company's time; sexist, racist or other offensive remarks or jokes sent by email can amount to unlawful harassment.

Employees who make comments via email, or post blogs or comments using the Internet or social media sites that could lower the reputation of the Company, its staff, customers, or clients; or could affect employee, customer, or client relations or bring the Company's name into disrepute, will be dealt with under the Company's Disciplinary Policy and Procedure and could render the employee liable to summary dismissal.

Email and other information systems are not to be used in a way that may be disruptive, offensive to others, or harmful to morale. If an employee receives an offensive email this should be reported to their Manager – it should not be passed on to other employees. No offensive language should ever be used in emails. Emails should not be copied to people inappropriately.

Employees should not send personal emails during work time, unless the email relates to an urgent matter that needs addressing immediately.

All email messages are automatically stored on the computer's backup system, and the 'messages delete' function does not necessarily restrict or eliminate the Company's ability to receive and review email correspondence.

Chain letters, circular jokes or spam email (unsolicited, widely distributed email) must not be initiated or forwarded because they are disruptive and consume Company resources unnecessarily.

Purchases via the internet are not permitted, unless expressly authorised in advance by management.

Employees are not permitted to take photographs on Company premises without the express permission of a Director.

For confidentiality reasons, employees must not attempt to gain access to another employee's files, email or voicemail messages without the employee's express permission. In cases where a clear business need is present, however, the Company reserves the right to access any systems or files without employee permission (e.g. during unplanned / unauthorised absences).

Because the right to access all computer systems and related files at any time is retained by the Company, users should not have any expectation of privacy when using Company systems. All email and voicemail correspondence are the property of the Company.

Working Remotely

Where your job role requires you to work remotely or you are required to work remotely (for example, due to a pandemic situation or where you are self-isolating and working from home), you are still required to comply with the Company's IT and Information Security Policy. In particular, you must:

- Ensure that no other person has access to or uses any Company equipment provided to you for work-related purposes e.g. a laptop computer;
- Ensure that no other person has access to your work-related documentation, whether this is in electronic/digital or hard copy format;
- Ensure that the Company's data protection principles are followed when working remotely and take all necessary steps to ensure that Company data is kept confidential and not accessed by third parties such as family members or friends;
- Never leave your work screen open when not attended – always put into screen saver, sleep mode or locked mode so that no one else can access the information;
- Avoid using public WiFi; if necessary, use personal hotspots or some way to encrypt your web connection or a VPN (always seek advice from the Company in advance if you are unsure and have any questions regarding this);
- Keep work data on work computers – never download and save any work data to your own personal devices such as laptop computer, PCs, other tablet devices or your personal phone. The Company's systems have appropriate anti-virus and malware protection in place;
- Avoid doing any work in public places such as a coffee shop. If you have to, pay close attention to your sight lines. If someone is behind you, they can see what your typing and confidential information could be obtained;

- Keep your device with you if you are working in a public place e.g. do not leave it unattended whilst you use the restroom, your device could be quickly compromised;
- Ensure when working remotely that you have appropriate home security in place e.g. ensure that doors are locked, lock away your laptop computer/device if possible.
- Never leave your laptop computer/device in a vehicle. If you need to take your device outside of your home, ensure that it is always with you and isn't left unattended. It isn't sufficient to leave the device locked in your car as someone could be watching you;
- Ensure that any device that you use for home / remote working is password protected using a complex password that isn't easily guessed such as: password, password123, 123456, own name, pet's name etc., and never divulge your password to a third party other than the Chief Executive Officer when requested to do so.

Where you are authorised to work from home, a homeworking risk assessment will be completed in advance. We may need access to your home to complete this risk assessment and you will be expected to comply with this.

You should not undertake any repairs to Company issued equipment without the prior approval of the Chief Executive Officer. We may need access to your home to complete any required equipment repairs.

We may also need access to your home to retrieve Company issued property during homeworking, at the end of the homeworking arrangement, or when your employment terminates.

We will give you as much notice as possible that we need to enter your home and you must cooperate with our reasonable requests.

You must report any actual or potential breach of security, confidentiality, or data protection to the Chief Executive Officer immediately, including the loss of any Company issued equipment or any personal equipment that you are using for work-related purposes.

If you are in unsure about any aspect of security, confidentiality, or data protection, you must speak with the Chief Executive Officer as soon as possible.

Failure to comply with these remote working security requirements could result in disciplinary action being taken against you up to and including dismissal. Security of Company data is of utmost importance.

8.2 SOCIAL MEDIA POLICY

Introduction

Employees and volunteers of the Company may be able to access social media services and social networking websites at work, either through the Company's IT systems or via their own personal equipment.

This Social Media Policy describes the rules governing use of social media at JA. It sets out how staff must behave when using the Company's social media accounts. It also explains the rules about using personal social media accounts at work and describes what staff may say about the Company on their personal accounts.

This policy should be read alongside other key policies including the Data Protection Policy and Business Confidentiality Policy.

Why this policy exists

Social media can bring significant benefits to JA, particularly for building relationships with current and potential stakeholders. However, it's important that employees who use social media do so in a way that enhances the JA's prospects without compromising its integrity.

A misjudged status update can generate complaints or damage JA's reputation. For example, employees and volunteers should avoid compromising JA's political impartiality, by not expressing political views. There are also security and data protection issues to consider.

This policy explains how employees and volunteers can use social media safely and effectively.

Policy scope

This policy applies to all staff and volunteers at JA who use social media while working — no matter whether for business or personal reasons.

It applies no matter whether that social media use takes place on the Company's premises, while travelling for business or while working from home.

Social media sites and services include (but are not limited to):

- Popular social networks like **Twitter** and **Facebook**.
- Photographic social networks like **Flickr** and **Instagram**.
- Professional social networks like **LinkedIn**.

Responsibilities

Everyone who operates a JA social media account or who uses their personal social media accounts at work has some responsibility for implementing this policy. However, the Chief Executive has the following key responsibilities:

- For ensuring that JA, its staff and volunteers use social media safely, appropriately and in line with the Company's objectives;
- For providing apps and tools to manage JA's social media presence and track any key performance indicators.

They are also responsible for proactively monitoring for social media security threats and managing the roll out of marketing ideas and campaigns through JA's social media channels

General social media guidelines

JA recognises that social media offers a platform to perform marketing, stay connected with stakeholders, and build its profile online.

The Company also believes its staff should be involved in conversations with other charities/peer groups on social networks. Social media is an excellent way for employees to make useful connections, share ideas and shape discussions.

JA therefore encourages employees to use social media to support its goals and objectives.

Basic advice

Regardless of which social networks employees are using, or whether they're using business or personal accounts on the Company's time, following these simple rules helps avoid the most common pitfalls:

- a) **Know the social network.** Employees should spend time becoming familiar with the social network before contributing. It's important to read any FAQs and understand what is and is not acceptable on a network before posting messages or updates.
- b) **If unsure, don't post it.** Staff should err on the side of caution when posting to social networks. If an employee feels an update or message might cause complaints or offence — or be otherwise unsuitable — they should not post it.
- c) **Be thoughtful and polite.** Many social media users have got into trouble simply by failing to observe basic good manners online. Employees should adopt the same level of courtesy used when communicating via email or face to face conversations.
- d) **Look out for security threats.** Staff members should be on guard for social engineering and phishing attempts. Social networks are also used to distribute spam and malware. Further details below.

- e) **Keep personal use reasonable.** Although JA believes that having employees who are active on social media can be valuable both to those employees and to the business, staff and volunteers should exercise restraint in how much personal use of social media they make during working hours.
- f) **Don't make promises without checking.** Some social networks are very public, so employees should not make any commitments or promises on behalf of JA without checking that the Company can deliver on the promises. Direct any queries to the Chief Executive.
- g) **Handle complex queries via other channels.** Social networks are not a good place to resolve complicated enquiries and customer issues. Once a customer has made contact, employees should handle further communications via the most appropriate channel — usually email or telephone.
- h) **Don't escalate things.** It's easy to post a quick response to a contentious status update and then regret it. Employees should always take the time to think before responding and hold back if they are in any doubt at all. Take the discussion off-line out of the public domain. If a response is required this will be handled by the Chief Executive or nominee in their absence.

Think twice before sending; imagine that you're the recipient - what would your response to the message be?

Use of JA's social media accounts

This part of the Social Media Policy covers all use of social media accounts owned and run by JA.

Authorised users

- Only people who have been authorised to use JA's social networking accounts may do so.
- Authorisation is provided by the Chief Executive. It is typically granted when social media-related tasks form a core part of an employee's job.
- Allowing only designated people to use the accounts ensures JA's social media presence is consistent and cohesive.

Creating social media accounts

- New social media accounts in JA's name must not be created unless approved by the Chief Executive in advance.
- JA operates its social media presence in line with a strategy that focuses on the most appropriate social networks, given available resources.
- If there is a case to be made for opening a new account, employees should raise this with the Chief Executive.

Purpose of JA's social media accounts

JA's social media accounts may be used for many different purposes. In general, employees should only post updates, messages or otherwise use these accounts when that use is clearly in line with the Company's overall objectives. For instance, employees may use JA's social media accounts to:

- Respond to customer enquiries and requests for help.
- Share blog posts, articles and other content created by JA.
- Share insightful articles, videos, media and other content relevant to the business, but created by others.
- Provide fans or followers with an insight into what goes on at JA.
- Promote marketing campaigns.
- Support new product launches and other initiatives.
- To listen and participate in conversations.

Social media is a powerful tool that changes quickly. Employees are encouraged to think of new ways to use it, and to raise those ideas with the Chief Executive.

Inappropriate content and uses

JA social media accounts must not be used to share or spread inappropriate content, or to take part in any activities that could bring JA into disrepute.

When sharing an interesting blog post, article or piece of content, employees should always review the content thoroughly, and should not post a link based solely on a headline.

Further guidelines can be found below.

Use of personal social media accounts at work

JA recognises that employees' personal social media accounts can generate a number of benefits. For instance:

- Staff and volunteers can make industry contacts that may be useful in their jobs.
- Employees can discover content to help them learn and develop in their role.
- By posting about JA, staff and volunteers can help to build JA's profile online.

As a result, the Company is happy for employees to spend a reasonable amount of time using their personal social media accounts at work to promote the work of JA.

Personal social media rules

Use during the working day:

- Employees may use their personal social media accounts for work-related purposes during regular hours but must ensure this is for a specific reason (e.g. competitor research). Social media should not affect the ability of employees to perform their regular duties.
- Use of social media accounts for non-work purposes is restricted to non-work times, such as breaks and during lunch.

Prohibited use:

- You must avoid making any social media communications that could bring JA into disrepute.
- You should not defame or disparage JA, its staff and volunteers or professional/charitable contacts and client confidentiality must be upheld at all times.
- You should never post photographs or images of staff colleagues, volunteers, clients or third parties without their express permission and understanding.

Any such actions may result in disciplinary action up to and including dismissal. Employees and volunteers may be required to remove such content. Failure to comply with such a request may in itself result in disciplinary action.

Talking about JA:

- Employees and volunteers should ensure it is clear that their social media account does not represent JA's views or opinions.
- Staff and volunteers may wish to include a disclaimer in social media profiles: 'The views expressed are my own and do not reflect the views of my employer.'

Safe, responsible social media use

The rules in this section apply to any employees using JA social media accounts.

Users must not:

- Create or transmit material that might be defamatory or incur liability for the Company.
- Post message, status updates or links to material or content that is inappropriate.
- Inappropriate content includes: pornography, racial or religious slurs, gender-specific comments, information encouraging criminal skills or terrorism, or materials relating to cults, gambling and illegal drugs.
- This definition of inappropriate content or material also covers any text, images or other media that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.
- Use social media for any illegal or criminal activities.
- Broadcast unsolicited views on social, political, religious or other non-business related matters.
- Send or post messages or material that could damage JA's image or reputation.
- Interact with JA's competitors in any ways which could be interpreted as being offensive,

disrespectful or rude. (Communication with direct competitors should be kept to a minimum.)

- Discuss colleagues, competitors, customers or suppliers without their approval.
- Post, upload, forward or link to spam, junk email or chain emails and messages.

Copyright

JA respects and operates within copyright laws. Users may not use social media to publish or share any copyrighted software, media or materials owned by third parties, unless permitted by that third party.

If staff and volunteers wish to share content published on another website, they are free to do so if that website has obvious sharing buttons or functions on it.

Share links to illegal copies of music, films, games or other software is strictly prohibited.

Security and data protection

Employees should be aware of the security and data protection issues that can arise from using social networks.

Maintain confidentiality

Users must not:

- Share or link to any content or information owned by JA that could be considered confidential or commercially sensitive. This might include details of key customers, or information about future strategy or marketing campaigns.
- Share or link to any content or information owned by another charity or person that could be considered confidential or commercially sensitive. For example, if a competitor's marketing strategy was leaked online, employees of JA should not mention it on social media.
- Share or link to data in any way that could breach JA's Data Protection policy.

Protect social accounts

- Charity social media accounts should be protected by strong passwords that are changed regularly and shared only with authorised users.
- Staff or volunteers must not use a new piece of software, app or service with any of JA's social media accounts without receiving approval from the Chief Executive.

Avoid social scams

- Staff and volunteers should watch for phishing attempts, where scammers may attempt to use deception to obtain information relating to either JA or its customers.
- Employees should never reveal sensitive details through social media channels. Customer identities must always be verified in the usual way before any account information is shared or discussed.
- Employees should avoid clicking links in posts, updates and direct messages that look suspicious. In particular, users should look out for URLs contained in generic or vague-sounding direct messages.

Policy enforcement

Monitoring social media use

- JA reserves the right to monitor how social networks are used and accessed through company IT and internet connections.
- Any such examinations or monitoring will only be carried out by authorised staff. Additionally, all data relating to social networks written, sent or received through JA's computer systems is part of official JA records.
- JA can be legally compelled to show that information to law enforcement agencies or other parties.

Potential sanctions

Knowingly breaching this social media policy is a serious matter. Users who do so will be subject to disciplinary action, up to and including termination of employment.

Employees, contractors and other users may also be held personally liable for violating this policy.

Where appropriate, JA will involve the police or other law enforcement agencies in relation to breaches of this policy.

8.3 DATA PROTECTION

In respect of your employment, the Company will hold and process, both electronically and manually, the personal and sensitive data it collects in relation to you and your employment in accordance with relevant data protection legislation, for the purpose of the Company's management and administration of its employees and its business; and for compliance with applicable procedures, laws and regulations; and to the lawful transfer, storage and processing by the Company or its agents of such data.

The Company reserves the right to share your personal data, to the extent necessary, with third parties for the proper administration of staff or the Company's affairs generally. Such third parties may include (without limitation) any of the Company's advisors such as lawyers, accountants, auditors or other professional advisors; or any professional service provider such as payroll service providers or other staff or benefits administration providers; or relevant Government authorities, agencies or regulators.

The Company will treat all personal data as confidential and will not use or process it other than for legitimate purposes. Steps will be taken to ensure that the information is accurate, kept up-to-date and not kept for longer than is necessary. Measures will be taken to safeguard against unauthorised or unlawful processing.

The Company may at the commencement of your employment or anytime thereafter conduct a background check on you to assess your suitability for employment with the Company. In such cases, your personal details may be communicated for this purpose to Government agencies, commercial background check providers or other appropriate persons. Commencement and continuation of the employment relationship is at all times conditional on satisfactory results of such background checks.

The Company may require you at any time to produce a current police report or other report issued by a court or government agency giving evidence of prior convictions or criminal proceedings against you (subject to compliance with any applicable legislation). Any misrepresentation by you in response to the Company's reasonable enquiries into your background to assess your suitability for the offered position may be treated as gross misconduct and may lead to your immediate suspension or dismissal.

You are required to comply at all times with the Company's Data Protection Policy and all other data protection related policies which will be provided to you separately.

APPENDIX 1 – SAFE RECRUITMENT POLICY

Introduction

The purpose of this policy is to set out the minimum requirements for a recruitment process within Junior Achievement Isle of Man (JA). The policy aims to:

- help deter, reject, or identify people who might abuse children or are otherwise unsuited to working with them by having appropriate procedures for appointing staff;
- ensure that the best possible staff are recruited based on their merits, abilities, and suitability for the position;
- to ensure that all job applicants are considered equally and consistently;
- to ensure that no job applicant is treated unfairly due to a 'protected characteristic' in accordance with the Equality Act 2017; and
- to ensure that JA meets its commitment to safeguarding and promoting the welfare of children and young people by carrying out all necessary pre-employment checks.

Employees involved in the recruitment and selection of staff are responsible for familiarising themselves with and complying with the provisions of this policy.

JA has a principle of open competition in its approach to recruitment and will seek to recruit the best applicant for the job. The recruitment and selection process should ensure the identification of the person best suited to the job based on the applicant's abilities, qualifications, knowledge, and merit as measured against the job description and person specification.

The recruitment and selection of staff will be conducted in a professional, timely and responsive manner and in compliance with current employment legislation, and relevant safeguarding legislation and statutory guidance.

If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare it as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.

JA aims to operate this procedure consistently and thoroughly while obtaining, collating, analysing, and evaluating information from and about applicants applying for job vacancies.

Roles and Responsibilities

The Chief Executive of JA is responsible for:

- ensuring that effective policies and procedures in place for recruitment of all staff and volunteers in accordance with all the legal requirements; and
- monitoring JA's compliance with them.

It is the responsibility of the Chief Executive and other Managers involved in recruitment to:

- ensure that JA operates safe recruitment procedures and makes sure all appropriate checks are carried out on all staff and volunteers who work at the charity;
- to monitor contractors' and agencies' compliance with this policy;
- promote the welfare of children and young people at every stage of the procedure.

Board Members or Trustees may be involved in staff appointments, but the final decision will rest with the Chief Executive.

Recruitment and Selection Procedure

Advertising

To ensure equality of opportunity, JA will advertise all vacant posts to encourage as wide a field of applicants as possible, normally this entails an external advertisement.

Any advertisement will make clear JA's commitment to safeguarding and promoting the welfare of children.

All documentation relating to applicants will be treated confidentially in accordance with data protection legislation.

Application Forms

JA uses its own application form and all applicants for employment will be required to complete an application form containing questions about their academic and full employment history and their suitability for the role (in addition all applicants are required to account for any gaps or discrepancies in employment history).

Incomplete application forms will not be shortlisted.

The application form will include the applicant's declaration regarding criminal convictions and working with children and will make it clear that the post is exempt from the provisions of the Rehabilitation of Offenders Act 2001. CV's may accompany a completed application form.

It is unlawful for JA to employ anyone who is barred from working with children. It is a criminal offence for any person who is barred from working with children to apply for a position with JA. All applicants will be made aware that providing false information is an offence and could result in the application being rejected or summary dismissal if the applicant has been selected, and referral to the police and/or the Disclosure and Barring Service (DBS).

Job Descriptions and Person Specifications

A job description is a key document in the recruitment process and must be approved by the Chief Executive prior to taking any other steps in the recruitment process. It will clearly and accurately set out the duties and responsibilities of the job role.

The person specification is of equal importance and informs the selection decision. It details the skills, qualifications, abilities, and expertise that are required to do the job. The person specification will include a specific reference to suitability to work with children. All person specifications will be approved in advance by the Chief Executive.

The Chief Executive is responsible for ensuring that no potentially discriminatory criteria or wording is used within job descriptions and person specifications.

References

References for shortlisted applicants will be sent for immediately after short listing. The only exception is where an applicant has indicated on their application form that they do not wish their current employer to be contacted at that stage. In such cases, this reference will be taken up immediately after a job role has been accepted.

All offers of employment will be subject to the receipt of a minimum of two references which are considered satisfactory by JA. One of the references must be from the applicant's current or most recent employer. If the current / most recent employment does/did not involve work with children, then the second reference should be from the employer with whom the applicant most recently worked with children. The referee should not be a relative.

References will always be sought and obtained directly from the referee, and their purpose is to provide objective and factual information to support appointment decisions.

All referees will be asked whether they believe the applicant is suitable for the job for which they have applied and whether they have any reason to believe that the applicant is unsuitable to work with children.

No questions will be asked about health or medical fitness prior to any offer of employment being made.

Any reference discrepancies or anomalies will be followed up. Direct contact by phone will be undertaken with each referee to verify the reference if considered appropriate.

JA does not accept open references, testimonials, or references from relatives.

Interviews

There will be a face-to-face interview wherever possible, and a minimum of two interviewers will see the applicants for the vacant position. The interview process will explore the applicant's ability to carry out the job description and meet the person specification. It will enable the panel to explore any anomalies or gaps have been identified to satisfy themselves that the chosen applicant can meet any relevant safeguarding criteria.

Telephone interviews may be used at the short-listing stage but will not be a substitute for a face-to-face interview (which may be via visual electronic link such as Skype, Zoom etc.).

Any information regarding past disciplinary action or allegations, cautions or convictions will be discussed and considered in the circumstance of the individual case during the interview process if it has been disclosed on the application form or via interview.

At least one member of any interviewing panel will have undertaken safer recruitment training or refresher training as applicable.

All applicants who are invited for an interview will be required to bring evidence of their identity, address, and qualifications. Original documents will only be accepted, and photocopies will be taken. Unsuccessful applicant documents will be destroyed no later than twelve months after the recruitment programme has been completed.

Offer of Appointment and New Employee Process

JA carries out several pre-employment checks in respect of all prospective employees. If it is decided to make an offer of employment following the formal interview process, any such offer will be conditional on the following:

- the agreement of a mutually acceptable start date and the signing of an employment contract incorporating JA's standard terms and conditions of employment;
- verification of the applicant's identity (where that has not previously been verified);
- the receipt of two references (one of which must be from the applicant's most recent employer) which JA considers being satisfactory;
- where the position amounts to "regulated activity" confirmation that the applicant is not named on the Children's Barred List*;
- confirmation that the applicant is not subject to a direction as per the Charities Registration and Regulation Act 2019 which prohibits, disqualifies, or restricts them from providing working at a charity, or taking part in the management of an independent charity;
- verification of the applicant's right to work in the Isle of Man;
- any further checks which are necessary because of the applicant having lived or worked outside of the Isle of Man; and
- verification of professional qualifications which JA deems a requirement for the post, or which the applicant otherwise cites in support of their application (where they have not been previously verified).

*JA is not permitted to check the Children's Barred List unless an individual will be engaging in "regulated activity". JA is required to carry out an enhanced DBS check for all staff, volunteers and Trustees who will be engaging in regulated activity. However, JA can also carry out an enhanced DBS check on a person who would be carrying out regulated activity but for the fact that they do not carry out their duties frequently enough i.e. roles which would amount to regulated activity if carried out more frequently.

Whether a position amounts to "regulated activity" must, therefore, be considered by JA to decide which checks are appropriate. It is however likely that in nearly all cases JA will be able to carry out an enhanced DBS check and a Children's Barred List check.

The Rehabilitation of Offenders Act 2001

The Rehabilitation of Offenders Act 2001 does not apply to positions which involve working with or having access to children. Therefore, any convictions and cautions that would normally be considered 'SPENT' must be declared when applying for any position at JA.

(Disclosure and Barring Service) Check (formerly known as CRB Disclosure)

JA applies for an enhanced disclosure from the DBS and a check of the Children's Barred List (now known as an Enhanced Check for Regulated Activity) in respect of all positions at JA which amount to "regulated activity" as defined in the Safeguarding Vulnerable Groups Act 2006 (as amended).

The purpose of carrying out an Enhanced Check for Regulated Activity is to identify whether an applicant is barred from working with children by inclusion on the Children's Barred List and to obtain other relevant suitability information.

It is JA's policy that the DBS disclosure must be obtained before the commencement of employment of any new employee.

It is also JA's policy to re-check employee's DBS Certificates every two years and in addition, any employee that takes leave for more than three months (i.e., maternity leave, career break, etc) must be re-checked before they return back to work.

JA employees, volunteers and Trustees are aware of their obligation to inform the Chief Executive of any cautions or convictions that arise between these checks taking place.

DBS checks will still be requested for applicants with recent periods of overseas residence and those with little or no previous IOM residence.

Portability of DBS Certificate Checks

Staff may wish to join the DBS Update Service if they are likely to require another check in the future. Applicants may sign up to the service for an annual fee payable by the applicant.

DBS Certificate

The DBS no longer issue Disclosure Certificates to employers; therefore employees/applicants should bring their original Certificate to the Chief Executive within seven days of issue or applicants before they commence work or any project involving regulated activity.

Dealing with convictions

JA operates a procedure if a DBS Certificate is returned with details of convictions. Consideration will be given to the Rehabilitation of Offenders Act 2001 and the nature, seriousness, and relevance of the offence; how long ago the offence occurred; one-off or history of offences; changes in circumstances, and/or decriminalisation and remorse.

A formal meeting will take place face-to-face to establish the facts with the Chief Executive. A decision will be made following this meeting. In the event that relevant information (whether in relation to previous convictions or otherwise) is volunteered by an applicant during the recruitment process or obtained through a disclosure check, the Chief Executive will evaluate all of the risk factors above before a position is offered or confirmed.

If an applicant wishes to dispute any information contained in a disclosure, they may do so by contacting the DBS. In cases where the applicant would otherwise be offered a position were it not for the disputed information, JA may, where practicable and at its discretion, defer a final decision about the appointment until the applicant has had a reasonable opportunity to challenge the disclosure information.

Proof of Identity, Right to Work in the Isle of Man & Verification of Qualifications and/or Professional Status.

All applicants invited to attend an interview will be required to bring their identification documentation such as passport, birth certificate, driving licence, etc. with them as proof of identity/eligibility to work in the Isle of Man.

JA is an equal opportunities employer and the Company is aware of its duties and responsibilities under the Equality Act 2017.

Where an applicant claims to have changed their name by deed poll or any other means (e.g. marriage, adoption, statutory declaration) they will be required to provide documentary evidence of the change.

Induction Programme

All new employees will be given an induction programme and provided with JA's policies and procedures. Clear expectations will be provided as to how the individual should carry out their roles and responsibilities. Regular meetings will be held throughout the induction programme.

Register of Members of Staff and Volunteers

In addition to the various staff records kept at JA and on individual personnel files, a record of recruitment and vetting checks is kept. This is kept up-to-date and retained by the Chief Executive for staff and volunteers.

Record Retention / Data Protection

JA is legally required to undertake pre-employment checks. Therefore, if an applicant is successful in their application, JA will retain on their personnel file any relevant information provided as part of the application process. This will include copies of documents used to verify identity, right to work in the Isle of Man, and qualifications.

Medical information may be used to help JA discharge its obligations as an employer e.g. so that we may consider reasonable adjustments if an employee suffers from a disability or to assist with any other workplace issue. This documentation will be retained by JA for the duration of the successful applicant's employment with JA. All information retained on employees is kept confidentially with access restricted to those approved by the Chief Executive.

The same policy applies to any suitability information obtained about volunteers involved with JA.

JA will retain all interview notes on all unsuccessful applicants for a period of no longer than twelve months, after which time the notes will be confidentially destroyed (i.e., shredded).

Ongoing Employment

JA recognises that safer recruitment and selection is not just about the start of employment but should be part of a larger policy framework for all staff. JA will provide ongoing training and support for all staff, as identified through the performance review / appraisal process.

Leaving Employment at JA

Despite the best efforts to recruit safely, there may be occasions when allegations of serious misconduct or abuse against children and young people are raised. This policy is primarily concerned with the promotion of safer recruitment and details the pre-employment checks that will be undertaken prior to employment being confirmed. While these are pre-employment checks, JA also has a legal duty to make a referral to the DBS in circumstances where an individual:

- has applied for a position at JA despite being barred from working with children;
- or has been removed by JA from working in regulated activity (whether paid or unpaid),
- or has resigned prior to being removed, because they have harmed, or pose a risk of harm to, a child.

Volunteers

JA will request an enhanced DBS disclosure and Children's Barred List information on all volunteers undertaking regulated activity with children at or on behalf of JA.

Under no circumstances will JA Charity permit an unchecked volunteer to have unsupervised contact with children.

It is JA's policy that a new DBS certificate is required for volunteers who will engage in regulated activity but who have not been involved in any activities with the charity for one year or more. Volunteers on break are asked to declare any new convictions since their last DBS check within the one-year period.

Those volunteers who are likely to be involved in activities with the charity on a regular basis may be required to sign up to the DBS Update Service as this permits JA to obtain up-to-date criminal records information without delay prior to each new activity in which a volunteer participates.

In addition, JA will seek to obtain such further suitability information about a volunteer as it considers appropriate in the circumstances. This may include (but is not limited to the following):

- formal or informal information provided by staff and other volunteers;
- character references from the volunteer's place of work or any other relevant source;
- an informal safer recruitment interview;
- online background checks.

Monitoring and Evaluation

The Chief Executive is responsible for ensuring that this policy is monitored and evaluated. This will be undertaken through formal audits.

The policy will be regularly reviewed and updated by the Chief Executive.

APPENDIX 2 – SAFEGUARDING POLICY FOR STAFF & VOLUNTEERS

Junior Achievement (JA) recognises that the welfare of children and young people are paramount and that they all, regardless of ability or culture, have equal rights of protection. JA has a duty of care and will do everything it can to provide a safe, caring and secure environment for them whilst they are engaged in JA activities.

JA must ensure that its policy and any associated procedures and training comply with statutory requirements and reflects available guidance on good practice in safeguarding children and young people, and that safeguarding arrangements are proportionate to the risks involved.

Designated Safeguarding Lead (DSL) for JA: Lisa Morris

The DSL oversees and ensures that JA's policy is fully implemented, and that staff and volunteers are fully supported to comply with the JA Safeguarding Policy. This will include ensuring that all staff who have 1:1 or regular contact with children and young people receive child protection training every 3 years. Volunteers who have 1:1 contact with children and young people will have their DBS check renewed every three years.

The DSL will receive and deal with any complaints made against JA staff in terms of safeguarding.

Definitions

Child: In this document a Child is anyone who has not yet reached their 18th birthday. 'Children' therefore means 'Children and Young People' throughout. The fact that a Child has reached 16 years of age, is living independently, is in further education, is a member of the armed forces, is in hospital, in prison or in a Young Offenders' Institution, does not change his or her status or entitlement to services or protection.

Volunteer: In this document, as in the Disclosure and Barring Service (DBS) Glossary of Terms 2012, a Volunteer is a person who is engaged in any activity which involves spending time, unpaid (except for travelling and other approved out-of-pocket expenses), doing something which aims to benefit some third party other than or in addition to a close relative. For the purposes of this policy this encompasses but is not limited to Company Programme Based Volunteers, Class Based Volunteers, Events Volunteers and Local Volunteer Board (LVB) Members.

Staff Member: A Staff Member is anyone employed by JA. For the purposes of this policy this encompasses, but is not limited to, permanent staff, casual staff, as well as Interns.

Position of Trust: Any person connected with JA who comes into contact with children in the performance of their role is in a position of trust and subject to this policy.

Recognising Types of Abuse and Neglect

Abuse can take a number of forms including physical, emotional or sexual abuse, child sexual exploitation and neglect. All JA staff and volunteers should be aware that abuse, neglect and safeguarding issues are rarely standalone events that can be covered by one definition or label. In most cases multiple issues will overlap with one another.

- **Abuse:** a form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others (e.g. via the internet).
- **Physical abuse:** a form of abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.
- **Emotional abuse:** the persistent emotional maltreatment of a child such as to cause severe and adverse effects on the child's emotional development. It may involve conveying to a child that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond a child's developmental capability as well as overprotection and

limitation of exploration and learning or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyber bullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children.

- **Sexual abuse:** involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.
- **Child sexual exploitation:** is a type of sexual abuse. Children in exploitative situations and relationships may receive gifts, money or affection in return for performing sexual activities. Children or young people may be tricked into believing they are in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol. They may also be groomed online.
- **Neglect:** the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Once a child is born, neglect may involve a parent or carer failing to: provide adequate food, clothing and shelter (including exclusion from home or abandonment); protect a child from physical and emotional harm or danger; ensure adequate supervision (including the use of inadequate care-givers); or ensure access to appropriate medical care or treatment.

Essential Behaviour

A Safe and Secure Working Environment

JA's policy is to treat all children with respect. JA will ensure that all staff and volunteers are made aware of and understand the Safeguarding information and sign the Volunteer Code of Conduct as appropriate.

- All JA programmes are designed to be delivered to groups of people with the involvement of a Centre Lead (Link Teacher or Tutor) and at least one Volunteer. JA volunteers are required to abide by the JA Safeguarding Policy and Volunteer Code of Conduct at all times.
- JA Staff members may be present within schools when liaising with school contacts or supporting programme delivery. All staff members must adhere to the JA Safeguarding Policy and Staff Code of Conduct.
- Before delivery of a programme, JA will request a copy of the school/ college Safeguarding Policy and the name of the school/college DSL.
- Staff and Volunteers will be required to make themselves aware of the named school/college DSL and their Safeguarding Policy before they enter their premises.

Working with Children

JA Staff and Volunteers must adhere to the following at all times when working with children:

They must:

- Recognise that the role of a JA member of staff and Volunteer places him/her in a position of trust with regard to children with whom they come into contact with in the performance of their role. They must uphold that trust at all times.
- Not knowingly place themselves in a situation where they are alone with any child. Endeavour to ensure that they work with groups of children and, where possible, that there is another adult in attendance at any meetings. Staff and Volunteers must avoid remote areas and wherever possible leave doors open.
- Avoid using inappropriate language in front of, about or to a child. Staff and Volunteers must display consistently high standards of professional behaviour and appearance, acting as a positive role model for JA.

- Be aware that even well-intentioned physical contact may be misconstrued by the child, observers or by anyone to whom this action is described. Never make physical contact with a child in a way which may be construed as being indecent. Be aware of cultural or religious views about physical contact and always be sensitive to issues of gender.
- Not offer individual children a lift in a car. Groups may be transported where there is suitable insurance cover in place.
- Not make arrangements to contact, communicate or meet with children outside the normal activities of the education system unless it is within the context of an approved JA activity e.g. Trade Fairs that have been agreed in advance by the Centre Lead.
- Not share any personal information with children and not request, or respond to, any personal information from them unless it is appropriate as part of their role within JA.
- Not send personal notes/letters/emails/texts or other forms of social media communications to children. If it is necessary to contact an individual, ensure that the Centre Lead or a JA colleague is informed in advance of any communication. Seek advice and guidance where necessary. Do not give out personal contact details. All communications must be transparent and open to scrutiny.
- Understand that bullying will not be accepted or condoned.
- Remember at all times that interactions between themselves and children must be such that no reasonable person observing the interaction could construe its nature as abusive.
- Not get involved with any discipline issues in regard to children as these must be dealt with by the school/college.

Social Media Guidelines

Staff/Volunteers using social media should be aware of the potential risks to children and young people as set out in Appendix 3.

- Staff/Volunteers should also be aware of potential indicators of online grooming and sexual exploitation of children and young people at Appendix 4.
- Any potential illegal/abusive content or comments on Social Media should be reported to the DSL without delay.

Photographic and Video Images

Staff/Volunteers should be aware of the procedure for using images and videos of children and young people in regard to JA activities, events, social media sites and promotional material as detailed in the JA Photography and Video policy.

Consequences of non-compliance

Staff and Volunteers within JA are placed in a position of trust with regard to the children taking part in JA activities. Anyone who abuses that trust will be subject to disciplinary action or in the case of a Volunteer will be required to cease volunteering activities and the abuse may be reportable to the police.

What to Do If You Have a Safeguarding Concern?

If a Volunteer has a safeguarding concern it is important that this information is communicated initially to the DSL in the school/college, followed immediately by notification to the JA member of staff the Volunteer is associated with. The JA staff member will inform the JA DSL. See Appendix 1 for supporting flowchart.

If a member of JA staff has a safeguarding concern, the DSL in the school or college must be informed initially, followed immediately by notification to the JA DSL.

You may become aware of suspected or likely abuse through:

- Your own observations and concerns
- Being told by another person that they have concerns

- The abused person telling you
- The abuser telling you

Remember:

- Do not delay in reporting your concern
- Do not investigate
- Seek advice from the DSL at school/college and/or the JA DSL
- Carefully record anything you observe or are told

Recruitment, induction and training

JA's recruitment practices aim to prevent unsuitable people working with children include the use of the Disclosure & Barring Service (DBS) for enhanced disclosure checks for field-based staff members and volunteers undertaking regular activity. With regard to recruitment practices, JA complies with the statutory guidance for schools and colleges set out by the Department of Education.

Recruitment includes:

Volunteer:

- The completion of a volunteer registration form.
- The completion of a form to inform JA of whether or not the volunteer has a criminal record and to provide details of any offences and a disclosure check.
- An informal interview between JA and the relevant volunteer to determine suitability.

Staff:

- The submission of an up-to-date CV and appropriate covering letter.
- At least two written references from previous employers including the most recent employer.
- A formal interview process.
- An enhanced disclosure check including mandatory joining of the DBS Update Service depending on the nature of the role. This is an essential requirement for the DSL, JA Managers, staff in Volunteer Support.
- Successful completion of a probationary period.

Recruitment, induction and training

Volunteer:

- Clear induction training giving an overview of JA and ensuring that Volunteers know the purpose, values and structure of JA.
- 'Qualifying Volunteers' i.e. those who have regular enough contact with young people to qualify for DBS checks, will complete Online Child Protection training on appointment, and then every 3 years. 'Non-Regular Contact Volunteers' will be given an overview of JA's safeguarding policy prior to any engagement with children.
- **ALL Volunteers** will be given clear guidance as to when and to whom a safeguarding concern is to be reported. (Appendix 2)
- Relevant e-learning child protection training will be accessed locally and must be completed every 3 years.

Staff:

- Clear induction and training detailing job description and responsibilities and all relevant policies and procedures.
- **All Staff** will be given clear guidance as to when and to whom a safeguarding concern is to be reported. (Appendix 2)

- Relevant e-learning child protection training will be accessed locally and must be completed every 3 years.

Record Keeping

All safeguarding related records will be kept securely at the JA Centre. Only the CEO will have access and records will only be kept for as long as required by law. Notes and records should either be posted, securely, to the Designated Safeguarding Lead, Junior Achievement, Rosemary House, Mount Havelock, Douglas, Isle of Man. IM12QG or emailed to suecook@jaiom.im.

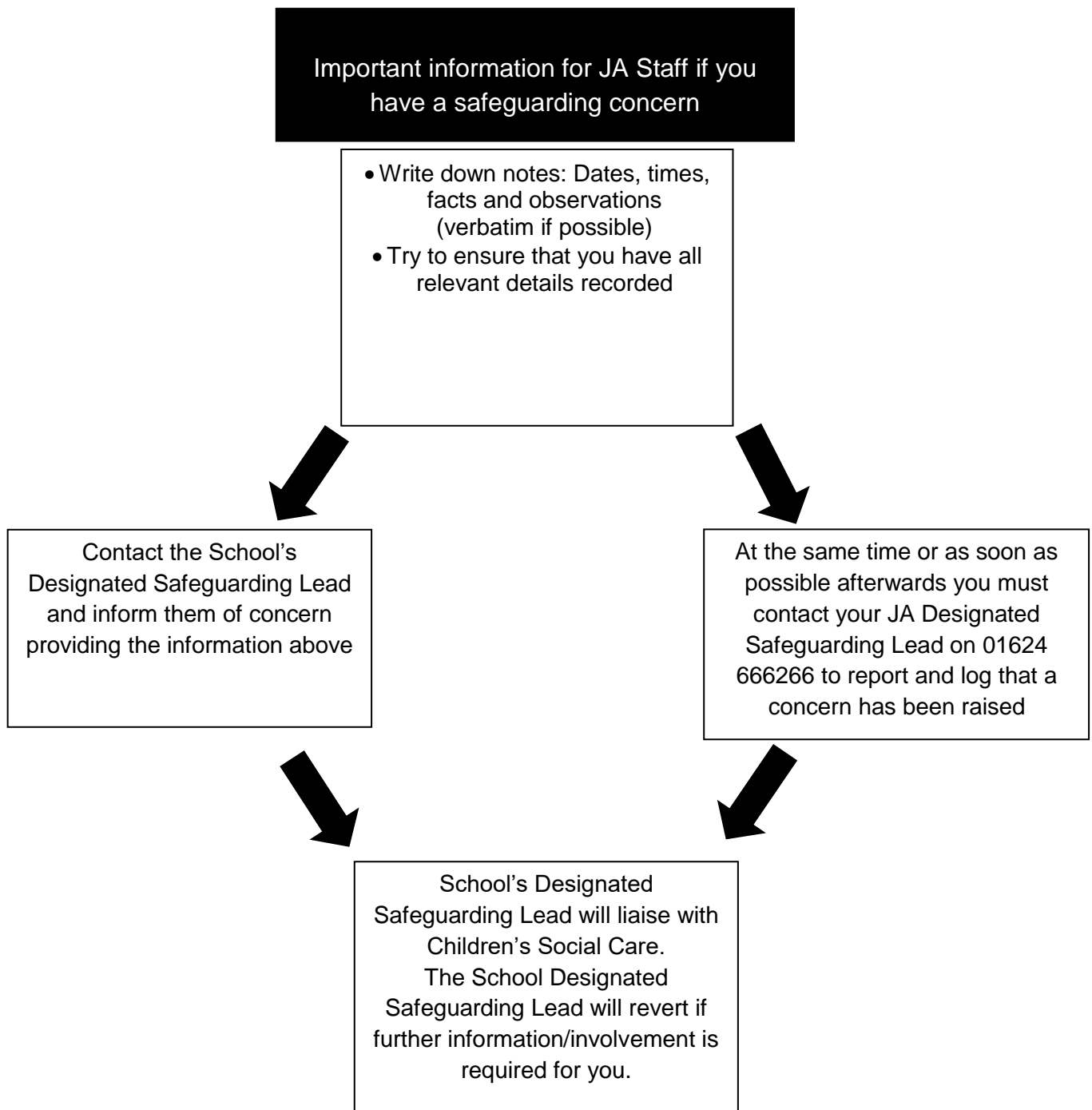
All records held should be factual and will include the decision-making process undertaken to determine whether an individual is suitable for volunteering or employment with JA.

Whistleblowing

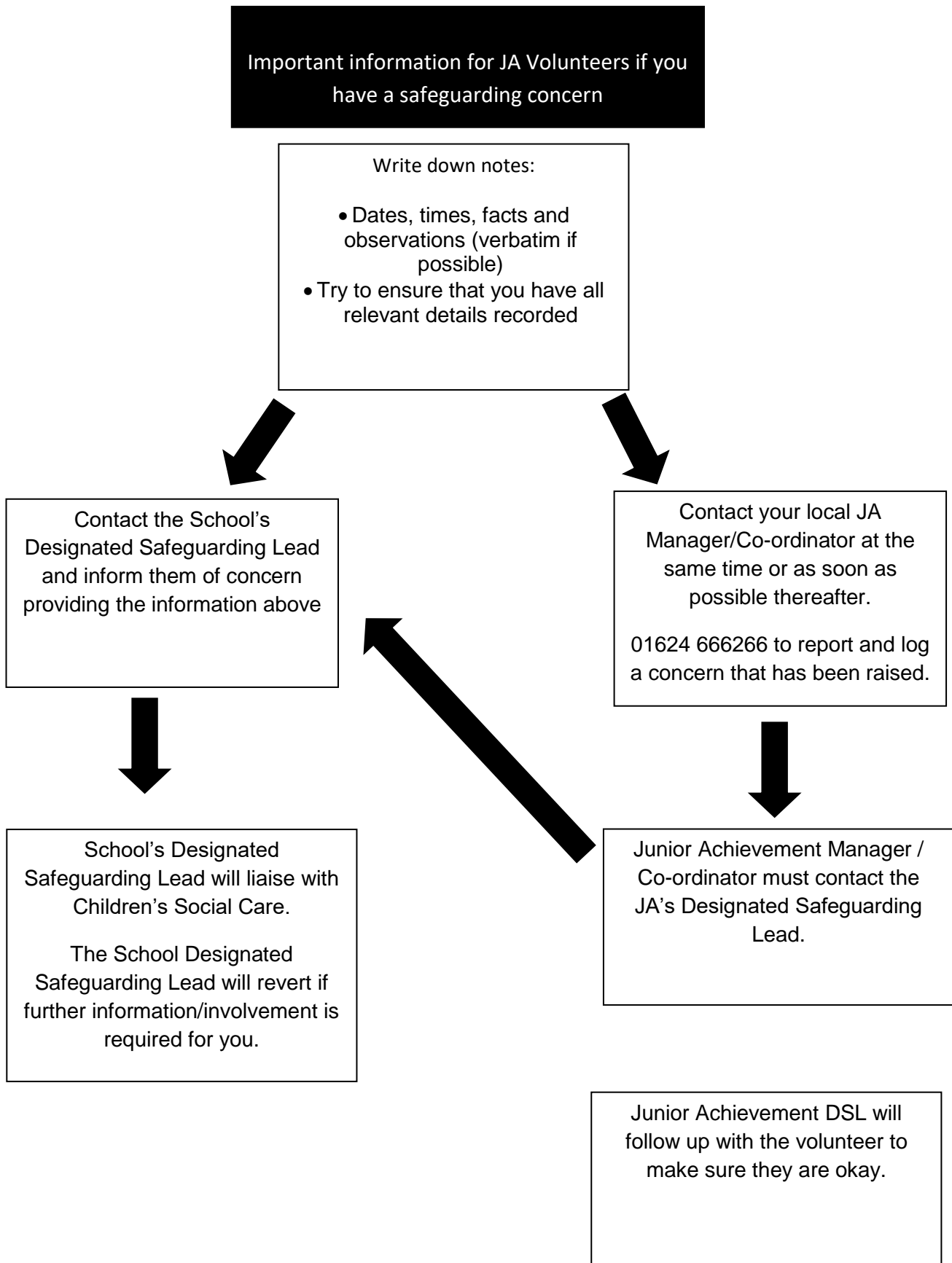
JA recognises that children, although fully entitled to do so, cannot be expected or relied upon to raise concerns in an environment where JA Staff and Volunteers fail to do so.

All JA Staff and Volunteers have a duty to raise concerns about the attitude or actions of colleagues and appropriate advice should be sought initially from the DSL who will, if necessary, seek further advice.

APPENDIX 2A



APPENDIX 2B



APPENDIX 3 – SOCIAL MEDIA RISKS TO CHILDREN & YOUNG PEOPLE

What are the potential risks to children and young people using social media?

With all emerging technologies there is the potential for misuse. Risks associated with user interactive services include: cyber bullying, grooming and potential abuse by online predators, identity theft and exposure to inappropriate content including self-harm, racist, hate and adult pornography.

Most children and young people use the internet positively but sometimes behave in ways that may place themselves at risk. Some risks do not necessarily arise from the technology itself but result from offline behaviours that are extended into the online world, and vice versa. Potential risks can include, but are not limited to:

- bullying by peers and people they consider 'friends'
- posting personal information that can identify and locate a child offline
- sexual grooming, luring, exploitation and abusive contact with strangers
- exposure to inappropriate content
- involvement in making or distributing illegal or inappropriate content
- theft of personal information
- exposure to information and interaction with others who encourage self-harm
- exposure to information and interaction with others who encourage radicalisation and terrorism
- exposure to racist or hate material
- encouragement of violent behaviour, such as 'happy slapping' (the practice whereby a group of people assault someone at random while filming the incident on a mobile device, so as to circulate the images or post them online).
- glorifying activities such as drug taking or excessive drinking
- physical harm to young people in making video content, such as enacting and imitating stunts and risk-taking activities
- leaving and running away from home as a result of contacts made online.

APPENDIX 4 – POTENTIAL INDICATORS OF ONLINE GROOMING

Potential indicators of online grooming and sexual exploitation of children and young people

There is concern that the use of social networking services may increase the potential for sexual exploitation of children and young people. Exploitation can include exposure to harmful content (including adult pornography and illegal child abuse images), and encouragement for young people to post inappropriate content or images of themselves. There have also been a number of cases where adults have used social networking and user interactive services as a means of grooming children and young people for sexual abuse.

The Home Office Task Force on Child Protection on the Internet identifies that online grooming techniques include:

- gathering personal details, such as age, name, address, mobile number, name of school and photographs
- promising meetings with celebrities or offers of merchandise
- offering cheap tickets to sporting or music events
- offering material gifts including electronic games, music or software
- paying young people to appear naked and perform sexual acts
- bullying and intimidating behaviour, such as threatening to expose the child by contacting their parents to inform them of their child's communications or postings on a social networking site, and/or saying they know where the child lives, plays sport, or goes to school
- asking sexually themed questions, such as 'Do you have a boyfriend?' or 'Are you a virgin?'
- asking to meet children and young people offline
- sending sexually themed images to a child, depicting adult content or the abuse of other children
- masquerading as a minor or assuming a false identity on a social networking site to deceive a child
- using school or hobby sites (including sports) to gather information about a child's interests likes and dislikes. Most social networking sites set a child's web page/profile to private by default to reduce the risk of personal information being shared in a public area of the site.

APPENDIX 5 – SAFEGUARDING ISSUES

Safeguarding Issues

All staff and volunteers should have an awareness of safeguarding issues, some of which are listed below. Staff and volunteers should be aware that behaviours linked to the areas of drug taking, alcohol abuse, truanting and sexting put children in danger.

Safeguarding issues can manifest themselves via peer on peer abuse. This is most likely to include but may not be limited to bullying (including cyber bullying), gender-based violence/sexual assaults and sexting.

- Bullying including cyber bullying
- Children missing education
- Child missing from home or care
- Child Sexual Exploitation
- Domestic violence
- Drugs
- Fabricated or induced illness
- Faith abuse
- Forced marriage
- Gangs and youth violence
- Gender based violence/violence against women and girls
- Hate
- Mental Health
- Missing children and adults
- Private fostering
- Preventing radicalisation
- Relationship abuse
- Sexting
- Trafficking