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INTRODUCTION

A MESSAGE FROM LORD LEICESTER

Welcome to Holkham and thank you for choosing to work with us.

In this handbook you will find information that has been compiled to help you understand your working relationship with the Estate. The handbook describes our vision and the standards of conduct that we require as well as procedures that are designed to ensure that we act fairly and consistently. Our success depends upon each and every one of us working together and I hope that your employment with us will be challenging, rewarding and fun.

Holkham is my family home and the Estate, which surrounds Wells-next-the-Sea, has been owned by my family since 1609. Lord Chief Justice Sir Edward Coke (1552-1634) first bought land in Norfolk (Tittleshall) in the late 16th century. This was consolidated by further land purchases here at Holkham, including the manor house known as Hill Hall, and the surrounding area.

Thomas Coke, 1st Earl of Leicester of the First Creation (1667-1759), built the Hall as we know it today. He died after his son and so the title died with him. His great nephew, Thomas William Coke (1754-1842), 1st Earl of the Second Creation, became famous for his part in the Agricultural Revolution and was known as Coke of Norfolk. It is from this era that Holkham has gained and maintained its strong link with agriculture. This theme is continued today with the extensive in-hand farming operation run by Holkham Farming Company Ltd. The farms are farmed on a commercial basis using modern techniques and progressive practice, however great emphasis is placed on conservation. Holkham Farming Company Ltd manages 3,000 hectares. This comprises 2,300 hectares of arable land and the remainder is managed for game and conservation.

Holkham Estate woodland covers an area of approximately 2,000 acres, with just over 1,200 acres contained within Holkham Park. Every generation of the Coke family has planted trees in well laid out woods for commercial, aesthetic and sporting purposes. In the last 20 years some
100 hectares of older woodland has been felled and replanted. The estate has recently installed two biomass boilers to heat Holkham Hall and The Victoria Inn respectively. The combined heat generation exceeds 1MW and both are fuelled exclusively from estate woodchip.

Thomas William Coke, the 2nd Earl of Leicester (1822-1909) was responsible for building 300 new houses for employees and tenants’ farm workers. These properties are continually refurbished to bring them up to standards expected in the 21st century. Holkham Building Maintenance uses traditional skills to maintain and repair these buildings which are let mainly to local people and key workers. The Estate is also involved in building new houses for sale, again concentrating on traditional materials and design. This is done through Holkham Estate Company.

The Estate has a long-established connection with both game shooting and conservation and is at the forefront of management techniques to encourage wildlife. It is said that driven shooting was started at Holkham by the 3rd Earl of Leicester. A large area of the Estate (3,706 hectares) is a National Nature Reserve; other areas are designated AONB (Area of Outstanding Natural Beauty), SSSI (Site of Special Scientific Interest), Ramsar and Heritage Coast.

The north Norfolk coast is becoming an increasingly popular holiday destination and the Estate has adapted to meet the demands of ever-increasing numbers of tourists. The Hall is open to the public (although ever since the Hall was completed in 1764 it has always been open to the public on Tuesdays!). There is a gift shop and a café. The walled garden has reopened to visitors and an exciting project is underway to restore the 6 acres of walled garden, which was originally laid out by Samuel Wyatt during the late 1700s. Each year about 40,000 people visit these attractions. The Estate also provides parking facilities at Holkham and Wells beaches which are enjoyed by holidaymakers and locals alike. 2016 will see the opening of a new events facility in the Lady Elizabeth Wing as well as a new café, shop and exhibition in the former stables.

Pinewoods Holiday Park at Wells-next-the-Sea is managed in-hand by the Estate and is one of the prime tourist destinations on the coast. In 2013 The Victoria Inn was refurbished and with a renewed focus on consistency and brand, The Vic has prospered. A further 10 bedrooms were added in 2015 in the Ancient House.

The Estate maintains a strong link with the local community. Many of the employees are local people whose families have worked on the Estate for generations. The Estate is committed to its workforce and to north Norfolk where it is keen to maintain and develop its various businesses.

The Earl of Leicester
INTRODUCTION

The handbook sets out the key policies and procedures that are essential for your wellbeing and for the smooth running of the Estate.

OUR VISION AND PURPOSE

People achieve more if they believe in what they are doing and do work which is meaningful to them. Our vision is to be recognised as the UK’s leading rural estate against which others will measure their success. Please consider the implications of this vision for you and you work; we are serious.

The Estate has five key business sectors:

- Farming
- Land and Property
- Tourism (Enterprises)
- The Victoria Inn
- Pinewoods Holiday Park

The senior managers are accountable for the performance of each business but the ambition that underpins these businesses is consistent across the Estate.

In working to achieve our vision we will secure our purpose which is the long-term prosperity of Holkham and of all the people who live and work here.

The long-term prosperity of Holkham will be achieved by managing the Estate in a way that delivers benefits for the environment, our employees, our occupiers and the communities that make up the Estate.

OUR STRATEGY

The purpose of strategy is to identify how the Estate can be more successful and to describe the steps we will take to achieve our goals. The estate strategy is available on the website and, as part of your induction, your manager will take you through the current strategy for the business or area in which you work.
DEVELOPING OUR PEOPLE

YOUR INDUCTION AND PROBATIONARY PERIOD

Your manager will take you through our induction checklist to ensure that important information about the Estate and your employment has been shared and that you have returned all the relevant documentation.

Your 13 week probationary period allows us time to assess your capabilities and your attitude. At the same time you can decide if your job lives up your expectations. If you have any concerns about your role, you should speak to your manager immediately so that they can be addressed.

THE PERFORMANCE REVIEW PROCESS

On the successful completion of your probationary period if you are a permanent employee you will be introduced to the performance review process. The Review is designed to help you and your manager talk honestly about how you have performed over the previous 6 months or year.

Depending on your role, you will also agree your individual objectives and consider how they relate to the Estate vision and the objectives of the business you work in.

If you are a temporary employee you will be given feedback and guidance at the end of your probationary period on your performance during your first 13 weeks.

THE HOLKHAM ESTATE BEHAVIOURS

We believe that “how” you do your job is as important as “what” you do and all Holkham employees are expected to demonstrate certain behaviours. As part of your induction your manager will explain how these behaviours relate to the specific job you do. Our behaviours form the foundation for our performance review process.

HOLKHAM ESTATE 5 BEHAVIOURS

MUTUAL RESPECT
- The customer comes first
- I work safely and take care of other peoples’ safety
- I treat customers and colleagues with respect
- I am open, honest and share my feelings to build trust
- I manage my workload and ask for help when needed
- I use the appropriate communication method
- I maintain a professional appearance at all times

TEAM WORK
- I work together with others to achieve
- I develop and value strong, supportive relationships
- I resolve any conflict and support my colleagues
- I am self-aware and consider what I have done in the situation that I find myself in

CHALLENGE
- I am enthusiastic, energetic and committed to work to the best of my ability
- I resolve difficult situations/will take the hard decision
- I learn from success and failure and take action to improve
- I have the courage to think creatively
- I encourage change and am honest about any fears I have

CONTINUOUS IMPROVEMENT
- I understand our vision
- I take action now
- I do my work properly the first time
- I want to get better and better at what I do
- I focus on solutions
- I contribute to the process

GO SEE
- I am visible and listen to colleagues and customers
- I engage with customers to build relationships
- I make people feel welcome
- I meet customer expectations
- I have a “can do” attitude
WORKING TOGETHER

We want to create a vibrant workplace, where our people are inspired and able to give their best at work. We know that people perform best when they are happy at work.

What you can expect from the Estate:

- A safe working environment.
- Your manager will demonstrate the five Holkham behaviours consistently.
- A job description, clear objectives and knowing what is expected from you.
- The tools and equipment necessary to undertake your role.
- To be trained to undertake your role effectively.
- To understand how you contribute to the overall vision and strategy of the Estate.
- The opportunity to do your best every day.
- To receive recognition for your good work and feedback when your performance is not good enough.
- To learn and grow while working here.
- A fair wage for the work you do.
- Information about matters which may affect you.

What the Estate expects from you:

- To demonstrate the five Holkham behaviours
- To work always in a safe way;
- To do your best every day
- To believe in our vision and make it happen;
- To challenge anything which runs counter to the vision
- To raise issues that concern you so that they can be resolved
- To be honest about mistakes you make
- To tell us of any changes to your personal circumstances, in particular change of address or contact details

ROLE OF HUMAN RESOURCES

In the first instance please speak to your manager about any issues you have. The HR department is responsible for supporting managers so that our employees are able to perform to the best of their ability. If you are unable to talk to your manager then contact the HR department.

GOVERNANCE AND COMMUNICATION

The organisational chart shows lines of communication and accountability.
YOU AND YOUR WORKING RELATIONSHIP WITH THE ESTATE
EQUAL OPPORTUNITIES STATEMENT

The Estate is committed to promoting equal opportunities in employment. You and any job applicants will receive equal treatment regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (Protected Characteristics).

ABOUT THIS POLICY

This policy sets out our approach to equal opportunities and the avoidance of discrimination at work. It applies to all aspects of employment with us, including recruitment, pay and conditions, training, performance review, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.

The Estates Director and senior management team are responsible for this policy and any necessary training on equal opportunities.

This policy does not form part of your contract of employment and we may amend it at any time.

DISCRIMINATION

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

The following forms of discrimination are prohibited under this policy and are unlawful:

a) **Direct discrimination**: treating someone less favourably because of a Protected Characteristic. For example, rejecting a job applicant because of their religious views or because they might be gay.

b) **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, requiring a job to be done full-time rather than part-time would adversely affect women because they generally have greater childcare commitments than men. Such a requirement would be discriminatory unless it can be justified.

c) **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 further in our anti-harassment and bullying policy.

d) **Victimisation**: retaliation against someone who has complained or has supported someone else’s complaint about discrimination or harassment.

e) **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.

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.

BREACHES OF THIS POLICY

The Estate takes a strict approach to breaches of this policy, which will be dealt with in accordance with our disciplinary procedure. Serious cases of deliberate discrimination may amount to gross misconduct resulting in dismissal.

If you believe that you have suffered discrimination you can raise the matter through our grievance procedure or anti-harassment and bullying policy. Complaints will be treated in confidence and investigated as appropriate.

You must not be victimised or retaliated against for complaining about discrimination. However, making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under our disciplinary policy.
The Estate is committed to providing a working environment free from harassment and bullying and ensuring all staff are treated, and treat others, with dignity and respect.

This policy covers harassment or bullying which occurs at work and out of the workplace, such as on business trips or at work-related events or social functions. It covers bullying and harassment by staff (which may include consultants, contractors and agency workers and also by third parties such as customers, suppliers or visitors to our premises).

This policy does not form part of your contract of employment and we may amend it at any time.

**WHAT IS HARASSMENT?**

Harassment is any unwanted physical, verbal or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident can amount to harassment.

It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.

Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.

Harassment may include, for example:

a) Unwanted physical conduct or ‘horseplay’, including touching, pinching, pushing and grabbing
b) Unwelcome sexual advances or suggestive behaviour (which the harasser may perceive as harmless)
c) Offensive emails, text messages or social media content
d) Mocking, mimicking or belittling a person’s disability

A person may be harassed even if they were not the intended ‘target’. For example, a person may be harassed by racist jokes about a different ethnic group if the jokes create an offensive environment.

**WHAT IS BULLYING?**

Bullying is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation.

Bullying can take the form of physical, verbal and non-verbal conduct. Bullying may include, by way of example:

a) Physical or psychological threats.
b) Overbearing and intimidating levels of supervision.
c) Inappropriate derogatory remarks about someone’s performance.

Legitimate, reasonable and constructive criticism of a worker’s performance or behaviour, or reasonable instructions given to workers in the course of their employment, will not amount to bullying on their own.

**IF YOU ARE BEING HARASSED OR BULLIED**

If you are being harassed or bullied, consider whether you feel able to raise the problem informally with the person responsible. You should explain clearly to them that their behaviour is not welcome or makes you uncomfortable. If this is too difficult or embarrassing, you should speak to your manager or the next senior manager or the Human Resources Manager if it is your manager who is harassing or bullying you.

If informal steps are not appropriate, or have not been successful, you should raise the matter formally under our grievance procedure.

We will investigate complaints in a timely and confidential manner. The investigation will be conducted by someone with no prior involvement in the complaint, where possible. Details of the investigation and the names of the person making the complaint and the person accused must only be disclosed on a ‘need to know’ basis. We will consider whether any steps are necessary to manage any ongoing relationship between you and the person accused during the investigation.
Once the investigation is complete, we will inform you of our decision. If we consider you have been harassed or bullied by an employee the matter will be dealt with under the disciplinary procedure as a case of possible misconduct or gross misconduct. If the harasser or bully is a third party such as a customer or other visitor, we will consider what action would be appropriate to deal with the problem. Whether or not your complaint is upheld, we will consider how best to manage any ongoing working relationship between you and the person concerned.

PROTECTION AND SUPPORT FOR THOSE INVOLVED

Staff who make complaints or who participate in good faith in any investigation must not suffer any form of retaliation or victimisation as a result. Anyone found to have retaliated against or victimised someone in this way will be subject to disciplinary action under our disciplinary procedure.

RECORD-KEEPING

Information about a complaint by or about an employee may be placed on the employee’s personnel file, along with a record of the outcome and of any notes or other documents compiled during the process.
HEALTH & SAFETY POLICY

The Estate recognises and accepts its responsibility to ensure, so far as is reasonably practicable, the health and safety of all its employees, contractors, visitors and those members of the public who may be affected by the businesses activities.

It is the Estate’s aim to promote, set and maintain the highest standards for health, safety and welfare matters. A copy of the departmental health and safety policy can be found within each department. Please read the policy carefully.

The Estates Director and senior management team have overall responsibility for health and safety and oversee the operation of the departmental health and safety policies. Other senior staff and supervisors have responsibilities for health and safety for staff under their immediate control.

Departmental health and safety policies do not form part of any employee’s contract of employment and we may amend them at any time. We will continue to review policies on an ongoing basis to ensure they are achieving their aims.

YOUR RESPONSIBILITIES

You all share responsibility for achieving safe working conditions. You must take care of your own health and safety and that of others, observe applicable safety rules and follow instructions for the safe use of equipment.

You should report any health and safety concerns which may present a risk to you or others e.g. visitors, contractors or tenants, immediately to your manager or the relevant senior manager.

You must co-operate with managers on health and safety matters, including the investigation of any incident.

You have a legal duty not to interfere with or recklessly misuse anything that has been provided in the interest of health and safety.

Failure to comply with this policy will be treated as misconduct or gross misconduct and dealt with under our disciplinary procedure.

TRAINING

We will ensure that you are given adequate training and supervision to perform your work competently and safely. You will be given a health and safety induction and provided with appropriate safety training for the role you undertake.

If you do not understand any matter relevant to your health and safety at work, or consider that you have not received adequate information, instruction or training, you must report the matter to your line manager.

EQUIPMENT

You must use equipment in accordance with any instructions given to you. Any equipment fault or damage must immediately be reported to your line manager. Do not attempt to repair equipment unless trained to do so.

Never operate machinery or equipment unless you have been trained and given adequate instruction and information regarding the safe use of that equipment and have been authorised to do so.

ACCIDENTS AND FIRST AID

Details of first aid facilities and the names of trained first aiders are displayed on the notice boards for each department/business.

All accidents and injuries at work, however minor, should be reported to your manager and recorded in the accident book. Your manager will advise where the accident book is kept as part of your induction. If you are not sure where the accident book is kept, it is your responsibility to ask.

FIRE SAFETY

All staff should familiarise themselves with the fire safety instructions, which are displayed on notice boards and near fire exits in the workplace.

If you hear a fire alarm, leave the building immediately by the nearest fire exit and go to the fire assembly point shown on the fire safety notices.
The Estate carries out regular fire risk assessments and regular checks of fire extinguishers and fire alarms.

Smoking materials are generally a major cause of fires, either through careless disposal, or by ignition of flammable dust or gases whilst smoking. All staff and visitors to the premises are required to follow the strict smoking policy, which prohibits smoking in all buildings and company vehicles. Smoking is only permitted in designated areas and during official breaks.

RISK ASSESSMENTS AND MEASURES TO CONTROL RISK

The Estate carries out general workplace risk assessments and COSHH (Control of Substances Hazardous to Health) assessments periodically. The purpose is to assess the risks to health and safety of employees, visitors and other third parties as a result of our activities, and to identify any measures that need to be taken to control those risks.

We will communicate information about the risks and control measures required. If you have any comments or ideas on how to improve safety further, please speak to your line manager.

COMPUTERS AND DISPLAY SCREEN EQUIPMENT

If you use a computer screen or other display screen equipment (DSE) as a significant part of your work, a workstation assessment should be carried out, and regular eyesight tests undertaken by an optician at our expense. Your manager will complete your workstation assessment as part of your induction. Further assessments will be completed if your workstation has significantly changed or it becomes necessary to revisit the assessment for whatever reason. Please advise your manager if you wish to have a further DSE assessment.

Further information on eyesight tests can be found in the business expenses policy.

EMPLOYEE HEALTH AND SAFETY REPRESENTATIVES

Our Employee Health and Safety Committee meets quarterly to keep under review the measures taken to ensure the health and safety at work of our employees. The purpose of these meetings is to promote co-operation between employers and employees in instigating, developing and carrying out measures to ensure the health and safety at work of employees. You will be advised who your representative is during your Induction. If you wish to raise any matters for discussion please speak to your representative. If you are unsure who your representative, it is your responsibility to find out.

OCCUPATIONAL HEALTH

We will do everything that is reasonably practicable to make the workplace safe and healthy and inform you of any health risks. You must co-operate by following the safe working procedures and risk assessments designed to keep you healthy, including the use of personal protective equipment (PPE) when other means of reducing exposure to hazards are not available.

If you think something at work may be making you ill or making an existing health condition worse, tell your family doctor and manager. Early diagnosis of an illness can often help you to recover more quickly and may stop other people becoming ill.

HAZARDOUS SUBSTANCES

You must not handle or use any chemicals, substances or materials unless you have received authorisation to do so from your line manager.

Always read and follow the label or hazard data sheet for the substance you are about to use.

If you are unsure about any aspect of health and safety relating to hazardous substances, ask a manager.
ELECTRICAL EQUIPMENT

It is important that you examine all portable electrical apparatus before use. Electrical faults (e.g. damaged leads, broken casing, loose plugs, etc.) must be reported for rectification by a competent person.

Regular safety inspections will be undertaken on all fixed electrical installations and portable electrical appliances in line with advice from a competent electrical contractor. Never attempt an electrical repair – inform your manager.

MANUAL HANDLING

Where possible use mechanical lifting devices or trolleys to move loads (for vehicles, ask a colleague if you are not trained).

If it is not possible to use a mechanical lifting device, then the correct lifting techniques MUST always be adopted. Break loads down into smaller loads where possible.

Formal training will be provided to staff who carry out significant manual handling. Manual handling assessments will be recorded for any tasks with significant risk of injury.

PERSONAL PROTECTIVE EQUIPMENT

Suitable PPE will be provided for you, free of charge, whenever health and safety risks are not adequately controlled by other means.

You must use the PPE provided at the correct time, in accordance with training and instruction given.

You must report any loss or obvious defect in the PPE provided to your line manager. Similarly if you have not been issued with any PPE item or your PPE is incompatible (e.g. goggles and dust mask), please report this to your line manager.

WORKING AT HEIGHT

Some working at height is particularly dangerous, such a roof work, changing high reach lighting etc. and specialist contractors may be needed to carry out some of this work.

Do not work at height unless you have been authorised to do so. Only use equipment and do work that you have been trained to use or do.

Only use safe access equipment. Check all ladders, steps and similar before use.

Before attempting any work at height consult your line manager to establish what safe working procedures apply.

WORKPLACE TRANSPORT

Only persons who are suitably trained and experienced, and who hold the relevant licence, are permitted to operate company vehicles.

Driving licences of those who operate company vehicles will be called in for checking from time to time. All vehicles will be regularly serviced / maintained. Drivers are responsible for visual checks of tyres, fuel and water etc. before use. Defects should be put right before use.

Keys should always be removed from the ignition of vehicles if left unattended.

Mobiles may only be used with hands-free kits / Bluetooth.

LONE WORKING

If you are lone working, always make sure you have a mobile phone to hand or radio.

Keep this handy such as in your pocket for ease of access in an emergency. A mobile in a vehicle is of no use if you become ill or have an accident when outside.

Always check coverage of your mobile phone network for dead spots.

No high risk work may be undertaken by lone workers e.g. working at height.

You must be medically fit to work alone – inform your manager of any problems.

Ideally, check in with the office or other members of staff regularly.
If in doubt, call for help, some jobs need two people so don’t attempt them by yourself.

ALCOHOL & DRUGS

The unauthorised consumption of alcohol at work is strictly prohibited. Performing any work under the influence of excessive alcohol or non-prescribed drugs is extremely dangerous and therefore forbidden. It is your responsibility to be fit for work and not under the influence of alcohol from excessive consumption the night before.

Any person found to be using controlled drugs will be removed for their own safety and that of others, and could be subject to disciplinary proceedings.

No alcohol or controlled drugs are permitted to be brought onto or consumed at work. This includes company vehicles. You are responsible for ensuring any prescribed drugs you are taking at work do not affect your capacity to carry out your duties. If your medication affects your ability to work or carry out particular duties, you must advise your manager before commencing work.
ABOUT THIS POLICY

It is the Estate’s policy to conduct all of our business in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our business dealings and relationships.

Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. Any non-employee who breaches this policy may have their contract terminated with immediate effect.

This policy does not form part of your contract of employment and we may amend it at any time. It will be reviewed regularly.

WHO MUST COMPLY WITH THIS POLICY?

This policy applies to all persons working for us or on our behalf in any capacity, including employees at all levels, directors, officers, agency workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and business partners.

WHAT IS BRIBERY?

Bribe means a financial or other inducement or reward for action which is illegal, unethical, a breach of trust or improper in any way. Bribes can take the form of money, gifts, loans, fees, hospitality, services, discounts, the award of a contract or any other advantage or benefit.

Bribery includes offering, promising, giving, accepting or seeking a bribe.

All forms of bribery are strictly prohibited. If you are unsure about whether a particular act constitutes bribery, raise it with your manager or the general manager for your area.

Specifically, you must not:

a) Give or offer any payment, gift, hospitality or other benefit in the expectation that a business advantage will be received in return, or to reward any business received.

b) Accept any offer from a third party that you know or suspect is made with the expectation that we will provide a business advantage for them or anyone else.

c) Give or offer any payment (sometimes called a facilitation payment) to a government official in any country to facilitate or speed up a routine or necessary procedure;

You must not threaten or retaliate against another person who has refused to offer or accept a bribe or who has raised concerns about possible bribery or corruption.

GIFTS AND HOSPITALITY

Our policy permits the giving and accepting of reasonable and appropriate hospitality for legitimate purposes such as building relationships, maintaining our image or reputation, or marketing our products and services.

All gifts received should be declared to your manager and wherever possible shared with your colleagues. No gift should be taken from the workplace without the consent of your manager.

A gift or hospitality will not be appropriate if it is unduly lavish or extravagant, or could be seen as an inducement or reward for any preferential treatment (for example, during contractual negotiations or a tender process).

Gifts must be of an appropriate type and value depending on the circumstances and taking account of the reason for the gift. Gifts must not include cash or cash equivalent (such as vouchers), or be given in secret. Gifts must be given in our name, not your name.

Promotional gifts of low value such as branded stationery may be given to or accepted from existing customers, suppliers and business partners.

CONFLICT OF INTEREST

You must devote the whole of your time, attention and abilities during your hours of work to duties for the Company. You may not under any circumstances without prior written consent of the Company engage, whether directly or indirectly, in business or employment which is similar to or in any way connected to or competitive with the business of the Company or which could or might be reasonably considered by others to impair your ability to act at all times in the best interests of the Estate, outside your hours of work.
You must declare to your manager any potential interest that you have that might in the course of your duties be considered to be a conflict (for example, during contractual negotiations or a tender process).

Close personal relationships at work

Close personal relationships sometimes form between colleagues in the same team during the course of their employment. Such situations should be managed with care and sensitivity in the interests of all concerned. It is important, however, to ensure that any approach or actions are not unfair or discriminatory.

To avoid any possible conflict of interest, perception or accusation of bias, favouritism or prejudice, employees must disclose to their manager in confidence, any close personal relationship that forms between members of the same team.

Managers should not supervise or manage an employee they are in a close personal relationship with and specifically in relation to managing issues involving a potential conflict of interest such as pay, promotion, performance review, discipline or grievance issues.

If a relationship develops between a manager and team member, this must be reported to a senior manager or the Estates Director immediately so the consequences can be considered and managed.

Pinewoods Holiday Park

Employees are not permitted to purchase a holiday home at Pinewoods Holiday Park. This rule extends to the immediate family members (parents, siblings or children) of all employees within the Holkham businesses. Current caravan owners will not be affected.

PROFESSIONAL CONDUCT IN GAME KEEPING AND CONSERVATION

The Estate is committed to the highest standards of professional conduct in all aspects of game keeping and nature conservation. Employees are required to understand their responsibilities under relevant legislation and in particular the Wildlife and Countryside Act 1981.

Any actions or behaviour that contravenes the Wildlife and Countryside Act 1981 will be considered as gross misconduct and employees may be dismissed without notice. Legal and disciplinary action will be taken against employees who bring the Estate into disrepute by their actions.

RECORD-KEEPING

You must declare and keep a written record of all hospitality or gifts given or received. You must also submit all expenses claims relating to hospitality, gifts or payments to third parties in accordance with our expenses policy and record the reason for expenditure.

All accounts, invoices, and other records relating to dealings with third parties including suppliers and customers should be prepared with strict accuracy and completeness. Accounts must not be kept ‘off-book’ to facilitate or conceal improper payments.

HOW TO RAISE A CONCERN

If you are offered a bribe, or are asked to make one, or if you suspect that any bribery, corruption or other breach of this policy has occurred or may occur, you must notify your manager or senior manager.
ABOUT THIS POLICY

During the course of our activities the Estate will process personal data (which may be held on paper, electronically, or otherwise) about you and we recognise the need to treat it in an appropriate and lawful manner, in accordance with the Data Protection Act 1998 (DPA). The purpose of this policy is to make you aware of how we will handle your personal data.

This policy does not form part of your contract of employment and we may amend it at any time.

DATA PROTECTION PRINCIPLES

We will comply with the eight data protection principles in the DPA, which say that personal data must be:

a) Processed fairly and lawfully.
b) Processed for limited purposes and in an appropriate way.
c) Adequate, relevant and not excessive for the purpose.
d) Accurate.
e) Not kept longer than necessary for the purpose.
f) Processed in line with individuals' rights.
g) Secure.
h) Not transferred to people or organisations situated in countries without adequate protection.

'Personal data' means recorded information we hold about you from which you can be identified. It may include contact details, other personal information, photographs, and expressions of opinion about you or indications as to our intentions about you. ‘Processing’ means doing anything with the data, such as accessing, disclosing, destroying or using the data in any way.

FAIR AND LAWFUL PROCESSING

We will usually only process your personal data where you have given your consent or where the processing is necessary to comply with our legal obligations. In other cases, processing may be necessary for the protection of your vital interests, for our legitimate interests or the legitimate interests of others. The full list of conditions is set out in the DPA.

We will only process 'sensitive personal data' about ethnic origin, political opinions, religious or similar beliefs, trade union membership, health, sex life, criminal proceedings or convictions, where a further condition is also met. Usually this will mean that you have given your explicit consent, or that the processing is legally required for employment purposes. The full list of conditions is set out in the DPA.

HOW WE ARE LIKELY TO USE YOUR PERSONAL DATA

We will process data about staff for legal, personnel, administrative and management purposes and to enable us to meet our legal obligations as an employer, for example to pay you, monitor your performance and to confer benefits in connection with your employment.

We may process sensitive personal data relating to staff including, as appropriate:

a) Information about an employee’s physical or mental health or condition in order to monitor sick leave and take decisions as to the employee’s fitness for work.
b) The employee’s racial or ethnic origin or religious or similar information in order to monitor compliance with equal opportunities legislation.
c) In order to comply with legal requirements and obligations to third parties.

PROCESSING FOR LIMITED PURPOSES

We will only process your personal data for the specific purpose or purposes notified to you or for any other purposes specifically permitted by the DPA.

ADEQUATE, RELEVANT AND NON-EXCESSIVE PROCESSING

Your personal data will only be processed to the extent that it is necessary for the specific purposes notified to you.

ACCURATE DATA

We will keep the personal data we store about you accurate and up to date. Data that is inaccurate or out of
date will be destroyed. Please notify us if your personal details change or if you become aware of any inaccuracies in the personal data we hold about you.

DATA RETENTION

We will not keep your personal data for longer than is necessary for the purpose. This means that data will be destroyed or erased from our systems when it is no longer required.

PROCESSING IN LINE WITH YOUR RIGHTS

You have the right to:

a) Request access to any personal data we hold about you.
b) Prevent the processing of your data for direct marketing purposes.
c) Ask to have inaccurate data held about you amended.
d) Prevent processing that is likely to cause unwarranted substantial damage or distress to you or anyone else.
e) Object to any decision that significantly affects you being taken solely by a computer or other automated process.

DATA SECURITY

We will ensure that appropriate measures are taken against unlawful or unauthorised processing of personal data, and against the accidental loss of, or damage to, personal data. We have in place procedures and technologies to maintain the security of all personal data from the point of collection to the point of destruction. We will only transfer personal data to a third party if he agrees to comply with those procedures and policies, or if he puts in place adequate measures himself.

Maintaining data security means guaranteeing the confidentiality, integrity and availability (for authorised purposes) of the personal data.

PROVIDING INFORMATION TO THIRD PARTIES

We will not disclose your personal data to a third party without your consent unless we are satisfied that they are legally entitled to the data. Where we do disclose your personal data to a third party, we will have regard to the eight data protection principles.

SUBJECT ACCESS REQUESTS

If you wish to know what personal data we hold about you, you must make the request in writing, with an accompanying fee of £10. All such written requests should be forwarded to HR.

BREACHES OF THIS POLICY

If you consider that this policy has not been followed in respect of personal data about yourself or others you should raise the matter with your line manager. Any breach of this policy will be taken seriously and may result in disciplinary action.
ABOUT THIS PROCEDURE

This procedure is intended to help maintain standards of conduct and performance and to ensure fairness and consistency when dealing with allegations of misconduct or poor performance. Minor conduct or performance issues can usually be resolved informally with your line manager. This procedure sets out formal steps to be taken if the matter is more serious or cannot be resolved informally.

This procedure does not form part of your contract of employment and we may amend it at any time.

PROBATIONARY PERIOD

The Company reserves the right to shorten or dispense with or extend this procedure in circumstances where the Company feels it is reasonable to do so and taking into account the ACAS code of practice on disciplinary and grievance (as amended).

Specifically, the company reserves the right to not apply the disciplinary and capability procedure during your probationary period and within your first two years of service. During this period we assess your capabilities, attitude and potential for employment with the Company.

INVESTIGATIONS

Before any disciplinary hearing is held, the matter will be investigated. Any meetings and discussions as part of an investigation are solely for the purpose of fact-finding and no disciplinary action will be taken without a disciplinary hearing.

In some cases of alleged misconduct, we may need to suspend you from work while we carry out the investigation or disciplinary procedure (or both). While suspended, you should not visit our premises or contact any of our clients, customers, suppliers, contractors or staff, unless authorised to do so. Suspension is not considered to be disciplinary action.

THE HEARING

We will give you written notice of the hearing, including sufficient information about the alleged misconduct or poor performance and its possible consequences to enable you to prepare. You will normally be given copies of relevant documents and witness statements.

You may be accompanied at the hearing by a trade union representative or a colleague, who will be allowed reasonable paid time off to act as your companion. You should let us know as early as possible if there are any relevant witnesses you would like to attend the hearing or any documents or other evidence you wish to be considered.

Where you are unwilling or persistently unable to attend a disciplinary meeting without good cause the Company reserves the right to conduct the meeting in your absence and make a decision based on the evidence available to it. This may apply if you are held on remand or given a custodial sentence following a criminal investigation and it is not possible to hold a meeting with you.

We will inform you in writing of our decision, usually within 10 days of the hearing, unless you are advised otherwise.

DISCIPLINARY ACTION AND DISMISSAL

The usual penalties for misconduct or poor performance are:

a) **Stage 1: First written warning or improvement note.** Where there are no other active written warnings or improvement notes on your disciplinary record, you will usually receive a first written warning or improvement note. It will usually remain active for 6 to 12 months.

b) **Stage 2: Final written warning.** In case of further misconduct or failure to improve where there is an active first written warning or improvement note on your record, you will usually receive a final written warning. This may also be used without a first written warning or improvement note for serious cases of misconduct or poor performance. The warning will usually remain active for 12 to 18 months.

c) **Stage 3: Dismissal or other action.** You may be dismissed for further misconduct or failure to improve where there is an active final written warning on your record, or for any act of gross misconduct. Examples of gross misconduct are given below. You may also be dismissed without a warning for any act of misconduct or unsatisfactory performance during your probationary period.
We may consider other sanctions short of dismissal, including demotion or redeployment to another role (where permitted by your contract), and/or extension of a final written warning with a further review period.

APPEALS

You may appeal in writing within 5 working days of receipt of the written confirmation of the outcome of the disciplinary hearing, stating clearly the reasons for appeal.

The appeal hearing will, where possible, be held by someone senior to the person who held the original hearing. You may bring a colleague or trade union representative with you to the appeal hearing. We will inform you in writing of our final decision as soon as possible, usually within one week of the appeal hearing. There is no further right of appeal.

GROSS MISCONDUCT

Gross misconduct will usually result in dismissal without warning, with no notice or payment in lieu of notice (summary dismissal).

The following are examples of matters that are normally regarded as gross misconduct:

a) Theft or fraud.
b) Falsifying company records.
c) Unauthorised removal of Company, customer’s, other employee’s or any third party’s property from Company premises or sites.
d) Physical violence or bullying.
e) Deliberate and serious damage to property.
f) Serious misuse of the organisation’s property or name.
g) Deliberately accessing internet sites containing pornographic, offensive or obscene material.
h) Serious insubordination.
i) Accepting bribes.
j) Unlawful discrimination or harassment.
k) Bringing the organisation into serious disrepute.
l) Serious incapability at work brought on by alcohol or illegal drugs.
m) Causing loss, damage or injury through serious negligence.
n) A serious breach of health and safety rules.
o) Working for a competitor or potential competitor or in any way as a competitor without first receiving written authority from the Company.
a) Be absent from work without the Company’s authority other than by reason of illness or give inaccurate information about the reason for that absence.
b) Be guilty of failing to notify the Company of your involvement in criminal proceedings (including cautions) or be convicted of any criminal offence that in the Company’s reasonable opinion may affect its reputation or its relationships with its other employees, customers or the public, or otherwise affects your suitability to remain an employee.
c) Unauthorised reproduction of Company documents and unauthorised photography, etc. of Company products, materials etc.
d) Giving deliberately misleading or incorrect information prior to or during your employment.
e) A serious case of misuse of the Company’s technology and telecommunications systems (whether or not committed using company equipment and/or whether or not during normal working hours) and to specifically include your posting of any comments that the Company find potentially defamatory, disrespectful or disparaging regarding the Company, its business and its employees or customers on a social networking site or similar.
f) Failure to abide by the rules on the use of vehicles, equipment and machinery.
g) A serious breach of confidence.

This list is intended as a guide and is not exhaustive.

CRIMINAL CONVICTIONS

You are required to report any criminal convictions or conditional cautions you receive to your line manager unless they are spent under the Rehabilitation of Offenders Act (1974).

DISCLOSURE AND BARRING SERVICE CLEARANCE

Positions that include working with children or being solely in charge of children under 18 are exempt from the Rehabilitation of Offenders Act. DBS clearance will be required upon appointment. You are required to disclose any criminal cautions or convictions received while you are employed by the company. Dismissal may follow a criminal conviction that makes you unsuitable for your type of work or unacceptable to other employees.
ABOUT THIS PROCEDURE

Most grievances can be resolved quickly and informally through discussion with your manager. If this does not resolve the problem you should initiate the formal procedure set out below.

This procedure applies to all employees regardless of length of service. It does not apply to agency workers or self-employed contractors.

This procedure does not form part of your contract of employment. It may be amended at any time and we may depart from it depending on the circumstances of any case.

STEP 1: WRITTEN GRIEVANCE AND PROPOSED RESOLUTION

You should put your grievance and proposed resolution in writing and submit it to your line manager. If your grievance concerns your line manager you may submit it to your Senior Manager.

The written grievance should set out the nature of the complaint and proposed resolution including any relevant facts, dates, and names of individuals involved so that we can investigate it.

STEP 2: MEETING

We will arrange a grievance meeting, normally within one week of receiving your written grievance. You should make every effort to attend.

You may bring a companion to the grievance meeting if you make a reasonable request in advance and tell us the name of your chosen companion. The companion may be either a trade union representative or a colleague, who will be allowed reasonable paid time off from duties to act as your companion.

If you or your companion cannot attend at the time specified you should let us know as soon as possible and we will try, within reason, to agree an alternative time.

We may adjourn the meeting if we need to carry out further investigations, after which the meeting will usually be reconvened.

We will write to you, usually within one week of the last grievance meeting, to confirm our decision and notify you of any further action that we intend to take to resolve the grievance. We will also advise you of your right of appeal.

STEP 3: APPEALS

If the grievance has not been resolved to your satisfaction you may appeal in writing to your general manager or another senior manager, stating your full grounds of appeal and why you are not satisfied with the outcome or the suggested resolution within one week of the date on which the decision was sent or given to you.

We will hold an appeal meeting, normally within two weeks of receiving the appeal. This will be dealt with impartially by a more senior manager who has not previously been involved in the case. You will have a right to bring a companion, as outlined above.

We will confirm our final decision in writing, usually within one week of the appeal hearing. There is no further right of appeal.
CONFIDENTIAL REPORTING

ABOUT THIS POLICY

The Estate is committed to conducting our business with honesty and integrity and we expect all staff to maintain high standards in this regard. Any suspected wrongdoing should be reported as soon as possible.

This policy covers all employees, officers, consultants, contractors, volunteers, interns, casual workers and agency workers.

This policy does not form part of your contract of employment and we may amend it at any time.

WHAT IS CONFIDENTIAL REPORTING?

Confidential reporting is commonly known as whistleblowing and is the reporting of suspected wrongdoing or dangers in relation to our activities. This includes bribery, fraud or other criminal activity, miscarriages of justice, health and safety risks, damage to the environment and any breach of legal or professional obligations. This also includes information which would show anything falling within any of the categories above has been deliberately hidden or that this is happening or is likely to happen.

HOW TO RAISE A CONCERN

We hope that in many cases you will be able to raise any concerns with your manager. However, where you prefer not to raise it with your manager for any reason, you should raise it with your senior manager or the Human Resources Manager.

We will arrange a meeting with you as soon as possible to discuss your concern. You may bring a colleague or union representative to any meetings under this policy. Your companion must respect the confidentiality of your disclosure and any subsequent investigation.

CONFIDENTIALITY

We hope that staff will feel able to voice concerns openly under this policy. Completely anonymous disclosures are difficult to investigate. If you want to raise your concern confidentially, we will make every effort to keep your identity secret and only reveal it where necessary to those involved in investigating your concern.

EXTERNAL DISCLOSURES

The aim of this policy is to provide an internal mechanism for reporting, investigating andremedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally.

The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. We strongly encourage you to seek advice before reporting a concern to anyone external. Public Concern at Work operates a confidential helpline. Their contact details are at the end of this policy.

PROTECTION AND SUPPORT FOR CONFIDENTIAL REPORTERS

We aim to encourage openness and will support individuals who raise genuine concerns under this policy, even if they turn out to be mistaken.

Individuals who make reports under this policy must not suffer any detrimental treatment as a result of raising a genuine concern. If you believe that you have suffered any such treatment, you should inform your manager or senior manager immediately.

You must not threaten or retaliate against whistleblowers in any way. If you are involved in such conduct you may be subject to disciplinary action. In some cases the individual who blew the whistle could have a right to sue you personally for compensation in an employment tribunal. However, if we conclude that an individual has made false allegations maliciously or with a view to personal gain, they may be subject to disciplinary action.

Public Concern at Work operates a confidential helpline. Their contact details are at the end of this policy.

CONTACTS

Public Concern at Work (Independent whistleblowing charity) Helpline: (020) 7404 6609, E-mail: whistle@pcaw.co.uk Website: www.pcaw.co.uk
ABOUT THIS POLICY

This policy is a framework that covers how an employee can claim and be reimbursed for reasonable and authorised expenses that are incurred while doing business for the Company.

Breach of this policy is a disciplinary office. Deliberate falsification of a claim or the evidence needed to make a claim will constitute gross misconduct. ‘Falsification’ includes the failure to pass on any discount obtained in the course of incurring an expense.

Employees should not be either financially disadvantaged or advantaged because of genuine business expenses.

This procedure does not form part of your contract of employment and we may amend it at any time.

TRAVELLING, MEALS AND ACCOMMODATION

We will reimburse the reasonable costs of amounts necessarily expended on travelling and accommodation in the performance of the duties of the employment, for example to events, external meetings, training. We will not reimburse the costs of meals unless they are over and above what you would normally consume.

This does not include travel between home and office and this mileage should be deducted from any mileage claims made. Employees should travel by the most cost-effective mode of transport taking into account journey time and the nature of the journey as well as the monetary cost.

Mileage can ONLY be claimed if the company vehicles are unavailable. When company vehicles are used, full details of the trip must be recorded in the book kept in the vehicle. Where an employee uses their own vehicle, mileage rates are the current HMRC rates of 45p per mile.

Travel on public transport should be in standard class only. Fares should be booked as early as possible to take advantage of cheaper rates and minimise expenditure.

Always try to use public transport instead of taxis (unless you are in an unsafe area or public transport is not possible or practical).

Entertainment can be claimed when it is not reasonable to make the trip there and back within one day. You can claim for meals when staying overnight. Claims should be reasonable.

ENTERTAINING

Employees should only entertain visitors and guests where it is likely to assist the business with its objectives. Wherever possible, a Holkham business should be used.

In general, entertainment counts as business-related if its purpose is to discuss a project, maintain an existing business connection or to form a new business connection. Entertainment is not business related if its purpose is social, even if there is some discussion of business related topics. Claims should be reasonable and appropriate.

All entertainment claims must include a business reason and the name and company of all attendees – even those who work for our Company. This ensures we comply with the UK Bribery Act and also helps us apply the right VAT treatment. When a Holkham business is used and you are required to sign for the meal, you must write on the receipt the purpose of the entertaining and the names of the people who attended.

PROFESSIONAL SUBSCRIPTIONS

Employees may claim back the cost of the annual subscription for one professional body, provided that the body is on the HMRC approved list and its activities are directly relevant to the employee’s duties.

EYE TESTS

The company will pay the cost of an eye test if you use display screen (computer monitor) equipment (DSE) for a significant part of your working day.

If the test shows that the DSE user needs glasses specifically for DSE work, the Company will pay for a basic pair of frames and lenses. This policy does not apply to contact lenses.

The Company will not contribute towards the cost of spectacles with any element of everyday use, in other words the spectacles must be exclusively for DSE use.
CLOTHING

All company clothing provided to you will remain the property of the company. Upon termination of employment it must be returned, laundered within five days. Failure to do so will result in a deduction of up to £200, towards a replacement cost, from any final payment to you.

Any clothing or footwear provided to you is to be worn only at work or when on Company business.

Company clothing (including overalls) must be kept in reasonable repair and regularly laundered.

Loss of or damage to clothing provided to you must be reported to your manager and it will be replaced but any unreasonable neglect will be investigated and may be dealt with under the disciplinary procedure. You may be required to pay for the cost of replacement.

CLAIMING EXPENSES

Employees are responsible for the payment of all expenses they incur, except where we have direct settlement arrangements with suppliers in place.

Expenses should be submitted monthly using the expense form to the payroll officer.

All forms must be fully completed with receipts attached and authorised by your manager. Claims cannot be authorised without a receipt or if they fall outside this policy.

Expense claims should not be used as an alternative to the purchase order procedure and such claims will not be authorised.
COMPANY VEHICLES

ABOUT THIS POLICY

It may become necessary for you either to have use of Company vehicles that are made available for general business use or it could be that you are allocated your own Company vehicle in order to carry out your duties effectively. Regardless of which of the above is applicable, all employees are expected to:

a) Report vehicle defects immediately to your manager.
b) Keep vehicles in a clean and tidy condition, with exteriors washed regularly and interiors kept clean.
c) Carry out such checks and arrange such servicing as indicated by the vehicle manual/servicing schedule.
d) Ensure that your driving licence is valid for the vehicle being driven and provide a copy of your licence to your manager upon starting employment.
e) Report any damage, either by an accident with another vehicle or by any other means, to your immediate superior at once. The appropriate claim must be completed within 24 hours of any incident. Damage caused by neglect or misuse by you may be treated as a disciplinary issue.
f) Report any driving offence or conviction to your immediate superior at once, including any fine imposed on you for using a hand-held mobile telephone when driving.

c) Never drive a vehicle, or tow a trailer, for which the employee does not hold the appropriate licence or permit and has not been properly instructed.
d) Keep the vehicle in good and roadworthy condition. This includes keeping it clean and ensuring that the tyre pressure, tread-depth, lights, oil, water, etc. are up to the required standard at all times.

This policy does not form part of your contract of employment and we may amend it at any time.

ALLOCATED COMPANY VEHICLES

Provided that the employee holds a current full driving licence, the Company may supply employees with a truck/van of such make and model as is determined by the Company for his/her business use.

The Company shall replace the truck/van at such times as are decided by the directors at their absolute discretion. The Company shall be responsible for payment of all reasonable standing and running costs of the truck/van including insurance, tax, MOT, maintenance and repair.

The Company agrees to reimburse you for the cost of fuel properly and reasonably incurred during business mileage at an agreed rate providing that such mileage claims are received and claimed in accordance with the terms and deadlines as detailed in the expenses policy. The mileage book must be kept in the car and updated after each journey. The payroll officer will regularly check mileage books to ensure this requirement is complied with.

In accordance with the HMRC rules, company vehicles provided tax-free cannot be used for private use. Incidental, insignificant private use is permitted by the HRMC. All those provided with a company van or truck will be asked to sign an annual declaration that they use their vehicle in accordance with the HMRC rules.

REVOCATION OF DRIVING LICENCE OR CONVICTION OF DRIVING OFFENCES

The Company shall have the right to terminate an employee’s employment should they deem it necessary without prior notice or payment in lieu of notice if the employee is convicted of a serious driving offence or disqualified from driving for any period of time and driving is an important element of their role with the Company.
The Company expects all of its electronic and computer facilities to be used in an effective and professional manner. This policy applies to the use of Company technology whilst at work and also when using Company technology from outside work e.g. when dialling in from home, using Company laptops, tablets and phones.

Misuse of the internet, social media or email can expose both employees and the Company to legal or financial liability. For example, you may enter into unintended contracts, breach copyright or licensing arrangements, incur liability for defamation or harassment or introduce viruses into the system. This policy is designed to safeguard both employees and the Company from such liabilities.

This policy applies to employees of the Company, workers and other contractors who have access to Company computer systems. It also applies to employees’ personal use of email or the internet including social media where they identify themselves as associated with the Company or enter into postings or discussions about the Company.

This procedure does not form part of your contract of employment and we may amend it at any time.

Reasonable and occasional personal use of email will be allowed provided that it does not interfere with the performance of employees’ duties and the terms of this policy are strictly adhered to.

Email, just like any other form of communication, should reflect the highest professional standards at all times. Employees should not transmit anything in an email that they would not be comfortable saying to a person’s face. Emails leave a retrievable record. Even when an employee thinks they have deleted information, it can remain on both their computer and on the Company’s back-up system. Emails can be recovered as evidence in court proceedings and/or reviewed by regulators. Electronic messages are admissible as evidence in legal proceedings and have been used successfully in libel and discrimination cases.

Employees must not send offensive, demeaning, disruptive or defamatory messages or images by email. This includes, but is not limited to, messages inconsistent with the Company’s equal opportunities policy.

If employees receive an email containing material that is offensive or inappropriate to the office environment then they must delete it immediately.

Employees must not send (inside or outside work) any message in the Company’s name unless it is for a work-related purpose.

This document should only be read by the person or those people to whom it is addressed and it is not intended to be relied upon by any person without subsequent written confirmation of its contents.

Accordingly, Holkham Estate disclaim all responsibility and accept no liability (including in negligence) for the consequences for any person acting, or refraining from acting, on information prior to the receipt by those persons of subsequent written confirmation. If you have received this e-mail message in error please notify us immediately on administrator@holkham.co.uk.

Please also destroy and delete this message from your computer. Any form of reproduction, dissemination, copying, disclosure, modification, distribution and/or publication of this email message is strictly prohibited.

Employees who receive a wrongly-delivered e-mail should return it to the sender.
Any unauthorised use of the internet is strictly prohibited. Unauthorised use includes (but is not limited to) connecting, posting or downloading information unrelated to employment and in particular pornographic or other offensive material, engaging in computer hacking and other related activities, or attempting to disable or compromise security of information contained on the Company’s computers. Employees are reminded that such activity may constitute a criminal offence.

Information posted or viewed on the internet may constitute published material. Therefore, reproduction of information posted or otherwise available over the internet may be done only by express permission from the copyright holder. Employees must not act in a way that might breach the copyright or licensing conditions of any internet site or computer programme.

Employees must not commit the Company to any form of contract through the internet unless with the Company’s prior authorisation.

SOCIAL MEDIA

The Company recognises that the internet provides opportunities to participate in interactive discussions and share information on particular topics using a wide variety of social media, such as Facebook, Twitter and Instagram etc. However, employees’ use of social media can pose risks to the Company’s confidential and proprietary information, and reputation, and can jeopardise the Company’s compliance with legal obligations.

If your duties require you to speak on behalf of the organisation in a social media environment, you must at all times act professionally and in the best interests of the Company.

All employees must not post disparaging or defamatory statements about:

a) The Company’s organisation and staff
b) The Company’s clients
c) Suppliers and vendors; and
d) Other affiliates and stakeholders

You should also avoid social media communications that might be misconstrued in a way that could damage the Company’s business reputation, even indirectly.

You should make it clear in your own social media postings that you are speaking on your own behalf and use a personal e-mail address when communicating via social media.

Avoid posting comments about sensitive business-related topics, such as the Company’s performance.

Even if you make it clear that your views on such topics do not represent those of the organisation, your comments could still damage the Company’s reputation and more importantly be in breach of your duties and obligations of confidence owed to the Company, as set out in your contract of employment or engagement.

If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from making the communication until you discuss it with a senior manager.

If you see content in social media that disparages or reflects poorly on the Company’s organisation or stakeholders, you should contact the Company without delay (making copies of such material wherever possible). All staff are responsible for protecting the business reputation of the Company.

Respecting intellectual property and confidential information

You should not do anything to jeopardise the Company’s valuable trade secrets and other confidential information and intellectual property through the use of social media.

In addition, you should avoid misappropriating or infringing the intellectual property of other companies and individuals, which can create liability for the Company as well as the individual author.

Do not use the Company’s logos, brand names, slogans or other trademarks, or post any of the Company’s confidential or proprietary information without prior written permission from the Estates Director.

To protect yourself and the Company against liability for copyright infringement, where appropriate, reference
sources of particular information you post or upload and cite them accurately.

PERSONAL USE OF SOCIAL MEDIA

We recognise that employees may work long hours and occasionally may desire to use social media for personal activities. We authorise such occasional use so long as it does not involve unprofessional or inappropriate content and does not interfere with your employment responsibilities or productivity.

MONITORING OF COMMUNICATIONS

The Company reserves the right to monitor, intercept and read any company email, social media posting or to listen to or record any telephone conversation for the purposes of monitoring and record keeping to establish facts, to establish compliance with regulatory or self-regulatory procedures, to prevent or detect crime, to investigate or detect the unauthorised use of the Company’s telecommunication or IT systems or to ascertain compliance with the Company’s practices or procedures.

The Company does not as a matter of policy routinely monitor employees’ use of the Internet or the content of email messages sent or received. However, the Company has a right to protect the security of its systems, check that use of the system is legitimate, investigate suspected wrongful acts and otherwise comply with legal obligations imposed upon it. To achieve these objectives, the Company carries out random spot checks on the system which may include accessing individual email messages or checking on specific internet sites employees have accessed.

The Company also reserves the right to read employees’ emails to check for business emails whilst they are absent or out of the office. It may therefore be unavoidable that some personal messages will be read or heard.

PASSWORDS

Any passwords created must be disclosed at the point of creation to the employee’s manager or a director. If it is anticipated that someone may need access to an employee’s confidential files in their absence, they should arrange for the files to be copied to somewhere where that person can access them or give that person access to the relevant personal folders.

VIRUSES

When using the Company email system, be vigilant. Computer viruses are often sent by email and can cause significant damage to the Company’s information systems.

Any files or software downloaded from the internet or brought from home must be virus checked before use. Employees should not rely on their own pc to virus check any such programmes. If an employee suspects that a file may contain a virus, employees should not open it and should let the Company know immediately.

Employees must not run ‘.exe’ files. These files contain a programme that upon opening may damage your computer. These should be deleted immediately upon receipt without being opened.

SANCTIONS

Where evidence of misuse is found the Company may undertake a more detailed investigation in accordance with the Company’s disciplinary procedure, involving the examination and disclosure of monitoring records/data/activity. If you are found to have breached the policy, you may be subject to disciplinary action.
MOBILE PHONES POLICY

GENERAL

The use of mobile phones is a common and essential part of modern life and doing business.

Using mobiles while dialling, speaking, texting or reading emails/texts can place the user at greater risk of injury due to the distraction which occurs, most notably while driving, carrying out manual activities or when walking around or using stairs. It is vital that all those who use a mobile phone for business purposes do so in a safe and proper manner and in accordance with current legislation.

This procedure does not form part of your contract of employment and we may amend it at any time.

APPROVAL PROCESS

Mobiles will usually be issued where employees are regularly out of the office on business and need to be contactable, or where the nature of a particular job demands that a mobile is required, for example lone working.

A mobile will only be issued with the prior approval of a senior manager.

CONTRACT AND EQUIPMENT

The type of mobile phone provided to an employee will be based on the price of the handset and the line rental deal that is available at the time. The memory capacity of the phone will be appropriate to the business requirements of the user. Pre-owned and reconditioned phones can be a cost effective way of providing a higher quality handset.

INTERNATIONAL TRAVEL

The cost of receiving and making a call using a UK sim-card while abroad is high. When travelling internationally data roaming on an iPhone should be switched off. Hotel or airport Wi-Fi should be used to pick up email. Where an employee has proven negligence in not switching off data roaming on their phone, they may be liable for the costs incurred.

PERSONAL CALLS

The Company does not expect personal calls to be identified and reimbursed. However, we do expect employees to use their phones reasonably and not to make excessive or costly personal calls that exceed the monthly tariff. Employees may be liable for the costs incurred if they are found to be excessive or costly.

CARE OF MOBILE

Mobile phone users should report faults to your senior manager.

It is the users’ responsibility to ensure the mobile is kept in a safe place. If a mobile phone or iPad is lost, stolen or damaged the user should report it immediately to your senior manager. The Company will replace the phone if necessary however if it is found that the user did not take proper care of their device, they may be liable for the replacement costs.

USE OF PERSONAL MOBILES

With the prior approval of the relevant senior manager, employees are permitted to use their own mobile to meet the lone working contact requirements and will receive a weekly allowance to contribute to the cost of their device.

In these circumstances the Company will not be liable for any damage to their device in the course of their employment. To qualify, the employee’s mobile phone must be in full working order and have network coverage to ensure they are contactable at all times.

If it is found that this is not the case, this arrangement will be terminated without notice.

Payments are not contractual and can be reviewed or withdrawn at any time.
YOU AND YOUR FAMILY
EMPLOYEE BENEFITS

ABOUT THIS POLICY

This policy provides a guide to the benefits currently offered to employees. These benefits are reviewed annually. We cannot control discounts provided in partnership with other businesses and these may be amended or withdrawn at any time. The employee discount card confirms the discounts in place at the time of printing each year.

This policy does not form part of your contract of employment and we may amend it at any time.

PENSION

Although all our businesses are now subject to auto enrolment we have decided to go above the minimum statutory requirements and will contribute 4% of your salary to the appropriate workplace pension scheme (either Standard Life or Nest depending on your employment status). Those who sit outside the auto-enrolment age bracket will need to advise the payroll officer that you wish to be enrolled. Monthly contributions by the company are made after the successful completion of your probationary period.

EMPLOYEE DISCOUNT SCHEMES

Discounts are available at various Holkham enterprises to all employees. Unless otherwise mentioned all the discount offers listed below are exclusive to, and for the personal use of, the cardholder only and are subject to the production of an identity card at the time of purchase.

- An annual season ticket is available from the Estate Office or Pinewoods free of charge for car parking at Lady Anne’s Drive, Holkham Park, Beach Road, Wells and Wells Town.
- Free passes are available from the Estate Office for employees and their immediate family for the hall, farming exhibition and walled garden.
- 25% discount for The Victoria, Holkham cafes, Holkham gift shop, selected Holkham events and Pinewoods supermarket (excluding tobacco and newspapers).
- In 2016 only, 50% of the facilities fee for the new Lady Elizabeth Wing suitable for weddings or other celebrations.
- 20% friends and family discount for Monica Vinader Jewellery. (Enter FF20MV16 at the checkout).
- Holkham village retail - 15% discount for Adnams Cellar and Kitchen Store, Bringing the Outside In and Nomad and the Bowerbird. 10% for Everything Outdoor.
- 15% discount for Laura Paul Jewellery. (Enter L755A6 at the checkout).

DEATH IN SERVICE INSURANCE

The company provides a death in service insurance policy that provides your nominated beneficiary a tax free payment of 4x your salary in the unlikelihood of your death. To qualify you must be employed by the Estate at the time of your death.

CYCLE TO WORK SCHEME

This is a government initiative that allows you to get a brand new bike and safety equipment for your commute to work – all tax-free. You can get your commuting bike and all the kit you need to go with it too. Helmets, lights, locks and clothing are all available.

Under the rules of the scheme you have up to £1000 to spend. Bikes are provided to employees initially under a 12 month hire scheme. Monthly payments will be deducted (tax and NI free) and ownership can be transferred to employees at the end of the hire period for a small transfer fee.

Bikes can be chosen from any ‘Cycle to Work’ scheme partner however we recommend our Pedal Norfolk partner Fatbirds in Hunstanton whose bikes start at £299.

Visit www.cyclescheme.co.uk/calculator to find out how much you can save and to apply online, further advice is available from Cycle Scheme Limited on 08448 795101.
ABOUT THIS POLICY

This policy sets out the arrangements for adoption leave and pay for employees who are adopting a child through a UK adoption agency. If you are adopting through an overseas adoption agency please speak to HR who will advise you of the relevant requirements.

This policy only applies to employees and does not apply to agency workers or self-employed contractors.

It does not form part of your contract of employment and we may amend it at any time.

ENTITLEMENT TO ADOPTION LEAVE

You are entitled to adoption leave if you meet all the following conditions:

a) You are adopting a child through a UK or overseas adoption agency.
b) The adoption agency has given you written notice that it has matched you with a child for adoption and tells you the date the child is expected to be placed into your care with a view to adoption (expected placement date).
c) You have notified the agency that you agree to the child being placed with you on the expected placement date.
d) You have been continuously employed by us for at least 26 weeks ending with the week in which the agency notifies you in writing of the match (qualifying week).
e) Your spouse or partner will not be taking adoption leave with their employer (although they may be entitled to take paternity leave).

The maximum adoption leave entitlement is 52 weeks, consisting of 26 weeks' ordinary adoption leave (OAL) and 26 weeks' additional adoption leave (AAL).

NOTIFICATION REQUIREMENTS

Not more than seven days after the agency notifies you in writing that it has matched you with a child (or where that is not reasonably practicable, as soon as reasonably practicable), you must give us notice in writing of the expected placement date, and your intended start date for adoption leave (intended start date).

We will then write to you within 28 days to inform you of your expected return date assuming you take your full entitlement to adoption leave.

Once you receive the matching certificate issued by the adoption agency, you must provide us with a copy.

STARTING ADOPTION LEAVE

OAL may start on a predetermined date no more than 14 days before the expected placement date, or on the date of placement itself, but no later.

If you want to change your intended start date please tell us in writing. You should give us as much notice as you can, but wherever possible you must tell us at least 28 days before the original intended start date (or the new start date if you are bringing the date forward). We will then write to you within 28 days to tell you your new expected return date.

ADOPTION PAY

Statutory adoption pay (SAP) is payable for up to 39 weeks provided you have at least 26 weeks’ continuous employment with us at the end of the qualifying week and your average earnings are not less than the lower earnings limit set by the government each tax year. It is paid at a rate set by the government each year. For further information please speak to HR.

DURING ADOPTION LEAVE

All the terms and conditions of your employment remain in force during OAL and AAL, except for the terms relating to pay.

Annual leave entitlement will continue to accrue at the rate provided under your contract. If your adoption leave will continue into the next holiday year, any holiday entitlement that cannot reasonably be taken before starting your adoption leave can be carried over and must be taken immediately before returning to work unless your manager agrees otherwise. You should try to limit carry over to one week's holiday or less. Carry-over of more than one week is at your manager's discretion. Please discuss your holiday plans with your manager in good time before starting your
adoption leave. All holiday dates are subject to approval by your manager.

If you are a member of the Estate pension scheme, we shall make pension contributions during OAL and any further period of paid adoption leave based on your normal salary, in accordance with the pension scheme rules. Any employee contributions you make will be based on the amount of any adoption pay you are receiving, unless you inform payroll that you wish to make up any shortfall.

**KEEPING IN TOUCH**

We may make reasonable contact with you from time to time during your adoption leave although we will keep this to a minimum.

You may work (including attending training) on up to ten ‘keeping-in-touch’ days during your adoption leave. This is not compulsory and must be discussed and agreed with your manager or HR.

You will be paid at your normal basic rate of pay for time spent working on a keeping-in-touch day and this will be inclusive of any adoption pay entitlement.

**RETURNING TO WORK**

You must return to work on the expected return date unless you tell us otherwise. If you wish to return to work early, you must give us at least eight weeks’ notice of the date. It is helpful if you give this notice in writing. You may be able to return later than the expected return date if you request annual leave or parental leave, which will be at our discretion.

You are normally entitled to return to work in the position you held before starting adoption leave, on the same terms of employment. However, if you have taken AAL and it is not reasonably practicable for us to allow you to return to the same position; we may give you another suitable and appropriate job on terms and conditions that are not less favourable.

If you decide you do not want to return to work you should give notice of resignation in accordance with your contract.
**MATTERNITY**

**ABOUT THIS POLICY**

This policy outlines the statutory rights and responsibilities of employees who are pregnant or have recently given birth, and sets out the arrangements for antenatal care, pregnancy-related sickness, health and safety, and maternity leave.

This policy does not form part of your contract of employment and we may amend it at any time.

**TIME OFF FOR ANTENATAL CARE**

If you are pregnant you may take paid time off during working hours for antenatal care. You should try to give us as much notice as possible of the appointment. Unless it is your first appointment, we may ask to see a certificate confirming your pregnancy and an appointment card.

**ENTITILEMENT TO MATERNITY LEAVE**

All employees are entitled to up to 52 weeks’ maternity leave, consisting of 26 weeks’ ordinary maternity leave (OML) and 26 weeks’ additional maternity leave (AML).

**NOTIFICATION**

Please inform us as soon as possible that you are pregnant. This is important as there may be health and safety considerations.

Before the end of the fifteenth week before the week that you expect to give birth (qualifying week), or as soon as reasonably practical afterwards, you must tell us:

a) The week in which your doctor or midwife expects you to give birth (expected week of childbirth); and
b) The date on which you would like to start your maternity leave (intended start date).

We will write to you within 28 days to tell you the date we will expect you to return to work if you take your full maternity leave entitlement (expected return date).

Once you receive a certificate from a doctor or midwife confirming your expected week of childbirth (MATB1), you must provide us with a copy.

**STARTING MATERNITY LEAVE**

The earliest you can start maternity leave is 11 weeks before the expected week of childbirth (unless your child is born prematurely before that date).

If you want to change your intended start date please tell us in writing. You should give us as much notice as you can, but wherever possible you must tell us at least 28 days before the original intended start date (or the new start date if you are bringing the date forward). We will then write to you within 28 days to tell you your new expected return date.

Your maternity leave should normally start on the intended start date. However, it may start earlier if you give birth before your intended start date, or if you are absent for a pregnancy-related reason in the last four weeks before your expected week of childbirth. In either of those cases, maternity leave will start on the following day.

Shortly before your maternity leave is due to start we will discuss with you the arrangements for covering your work and the opportunities for you to remain in contact, should you wish to do so, during your leave.

The law says that we cannot allow you to work during the two weeks following childbirth.

**MATERNITY PAY**

Statutory maternity pay (SMP) is payable for up to 39 weeks provided you have at least 26 weeks’ continuous employment with us at the end of the qualifying week and your average earnings are not less than the lower earnings limit set by the government each tax year. The first six weeks SMP are paid at 90% of your average earnings and the remaining 33 weeks are at a rate set by the government each year.

**DURING MATERNITY LEAVE**

With the exception of terms relating to pay, your terms and conditions of employment remain in force during OML and AML.

Once you receive a certificate from a doctor or midwife confirming your expected week of childbirth (MATB1), you must provide us with a copy.
continue into the next holiday year, any holiday entitlement that cannot reasonably be taken before starting your maternity leave can be carried over and must be taken immediately before returning to work unless your manager agrees otherwise. You should try to limit carry over to one week's holiday or less. Carry-over of more than one week is at your manager’s discretion. Please discuss your holiday plans with your manager in good time before starting your maternity leave. All holiday dates are subject to approval by your manager.

If you are a member of the pension scheme, we shall make employer pension contributions during OML and any period of paid AML, based on your normal salary, in accordance with the pension scheme rules. Any employee contributions you make will be based on the amount of any maternity pay you are receiving, unless you inform Payroll that you wish to make up any shortfall.

KEEPING IN TOUCH

We may make reasonable contact with you from time to time during your maternity leave although we will keep this to a minimum.

You may work (including attending training) on up to ten ‘keeping-in-touch’ days during your maternity leave. This is not compulsory and must be discussed and agreed with your manager or senior manager.

You will be paid at your normal basic rate of pay for time spent working on a keeping-in-touch day and this will be inclusive of any maternity pay entitlement.

RETURNING TO WORK

You must return to work on the expected return date unless you tell us otherwise. If you wish to return to work earlier than the expected return date, you must give us eight weeks’ prior notice of the date. It is helpful if you give this notice in writing. You may be able to return later than the expected return date if you request annual leave or parental leave, which will be at our discretion.

You are normally entitled to return to work in the position you held before starting maternity leave, and on the same terms of employment. However, if you have taken AML and it is not reasonably practicable for us to allow you to return into the same position, we may give you another suitable and appropriate job on terms and conditions that are not less favourable.

If you decide you do not want to return to work you should give notice of resignation in accordance with your contract.
PARENTAL LEAVE POLICY

ABOUT THIS POLICY

This policy summarises the statutory right of employees with at least one year’s continuous service to take up to 18 weeks’ unpaid parental leave in respect of each child.

This policy does not form part of your contract of employment and we may amend it at any time.

ENTITLEMENT TO PARENTAL LEAVE

To be eligible for parental leave, you must:

a) Have at least one year’s continuous employment with us.

b) Have or expect to have responsibility for a child; and

c) Be taking the leave to spend time with or otherwise care for the child.

You have responsibility for a child if you are the biological or adoptive parent or have legal parental responsibility in some other way, for example under a court order.

Eligible employees are entitled to take up to 18 weeks’ parental leave in relation to each child.

You must tell us of any parental leave you have taken while working for another employer as this counts towards your 18-week entitlement.

TAKING PARENTAL LEAVE

In most cases, parental leave can only be taken in blocks of a week or a whole number of weeks, and you may not take more than four weeks’ parental leave a year in relation to each child. Parental leave can only be taken up to the child’s fifth birthday, or in the case of an adopted child, within five years of the child being placed with you for adoption (and in any case by the child’s 18th birthday).

Special rules apply where your child is disabled, which for these purposes means entitled to a disability living allowance, armed forces independence allowance or personal independence allowance. You can take parental leave in respect of that child at any time up to the child’s 18th birthday, and leave may be taken in blocks of less than one week. However, there is still a limit of 4 weeks a year for each child and 18 weeks in total for each child.

NOTIFICATION REQUIREMENTS

You must notify your manager or senior manager of your intention to take parental leave at least 21 days in advance. It would be helpful if you can give this notice in writing. Your notification should include the start and end dates of the requested period of leave.

If you wish to start parental leave immediately on the birth of a child, you must give notice at least 21 days before the expected week of childbirth.

If you wish to start parental leave immediately on having a child placed with you for adoption, you should give notice at least 21 days before the expected week of placement, or if this is not possible, give as much notice as you can.

EVIDENCE OF ENTITLEMENT

We may ask to see evidence of:

a) Your responsibility or expected responsibility for the child such as birth certificate, adoption or matching certificate, parental responsibility agreement or court order;

b) The child’s date of birth or date of adoption placement; and

c) If applicable, the child’s entitlement to a disability living allowance, armed forces independence allowance or personal independence allowance.

OUR RIGHT TO POSTPONE PARENTAL LEAVE

Although we will try to accommodate your request for parental leave, we may postpone your requested leave where it would unduly disrupt our business (for example, if it would leave us short-staffed or unable to complete work on time).

We will discuss alternative dates with you, and notify you in writing of the reason for postponement and the new start and end dates, within seven days of receiving your request for parental leave.

We cannot postpone parental leave if you have requested it to start immediately on the birth or adoption of a child.
We cannot postpone parental leave for more than six months, or beyond the child’s 18th birthday (if sooner).

**TERMS AND CONDITIONS DURING PARENTAL LEAVE**

Parental leave is unpaid. You will not be entitled to employer pension contributions in respect of the period of leave.

Your employment contract will remain in force, and holiday entitlement will continue to accrue. You will remain bound by your duties of good faith and confidentiality, and any contractual restrictions on accepting gifts and benefits, or working for another business.
PATERNITY POLICY

ABOUT THIS POLICY

This policy outlines when an employee may be entitled to paternity leave and paternity pay, and sets out the arrangements for taking it.

This policy does not form part of your contract of employment and we may amend it at any time.

ENTITLEMENT TO PATERNITY LEAVE

Paternity leave is available on the birth of a child if you have been continuously employed by us for at least 26 weeks ending with the 15th week before the expected week of childbirth and either:

a) You are the biological father and will have some responsibility for the child’s upbringing; or
b) You are the husband, civil partner or cohabiting partner of the biological mother and will have the main responsibility (with the mother) for the child’s upbringing.

Paternity leave is available where a child is placed with you for adoption by an adoption agency if you have been continuously employed by us for at least 26 weeks ending with the week in which the agency notifies you that you have been matched with a child. In such cases you may be entitled to take adoption leave instead (see our adoption policy). However, adoption leave may only be taken by one adoptive parent. Paternity leave is available to the other adoptive parent (of either sex).

ORDINARY PATERNITY LEAVE (OPL)

Ordinary paternity leave (OPL) is a period of one or two weeks’ consecutive leave taken when a child is born or placed with you for adoption. You can start your leave on the date of birth or placement, or later, provided it is taken within eight weeks (56 days) of the birth or placement. If the baby is premature the period ends eight weeks after the start of the expected week of childbirth.

To take OPL you must give us written notice by the end of the 15th week before the expected week of childbirth (or no more than seven days after the adoption agency notified of being matched with a child), or as soon as you reasonably can, stating:

a) The expected week of childbirth;
b) Whether you intend to take one week or two weeks’ leave; and
c) When you would like your leave to start.

You can change the intended start date by giving us 28 days’ notice or, if this is not possible, as much notice as you can.

ADDITIONAL PATERNITY LEAVE (APL)

Additional paternity leave (APL) is a further period of leave that is only available if the child’s mother or co-adopter has returned to work after taking maternity or adoption leave, or after a period of entitlement to statutory maternity or adoption pay or maternity allowance in respect of the child. APL cannot start until at least 20 weeks after the birth or placement, it cannot last more than 26 weeks in total and must end within 12 months of the birth or placement.

To take APL you must provide us with the following at least eight weeks before the date you would like your leave to start:

A written ‘leave notice’ stating:

a) In the case of birth, the expected week of childbirth and the child’s actual date of birth.
b) In the case of adoption, the date the adoption agency notified you that you had been matched with the child and the date the child was actually placed with you.
c) The dates you would like your APL to start and finish.

A signed ‘employee declaration’ confirming that you satisfy the eligibility conditions set out above for APL and wish to take the leave to care for the child.

A written ‘mother declaration’ from the child’s mother or ‘adopter declaration’ from the co-adopter stating:

a) Their name, address and National Insurance number.
b) The date they intend to return to work.
c) In the case of birth, confirmation that you are the child’s biological father or the mother’s partner, and that you have or expect to have responsibility for the child’s upbringing.
d) In the case of adoption, confirmation that you are their spouse, civil partner or cohabiting partner.
e) That, to his or her knowledge, you are the only person exercising an entitlement to APL in respect of the child; and
f) That they consent to us processing the information they have provided.

Once we receive the above we will write to you within 28 days to confirm the APL start date and your expected return date.

In birth cases, we may require you to provide a copy of the child’s birth certificate and the name and address of the mother’s employer or, if she is self-employed, her business address.

In adoption cases, we may require you to provide the name and address of the co-adopter’s employer or, if they are self-employed, their business address. We may also require documentary evidence such as a matching certificate issued by the adoption agency confirming the agency’s name and address, the date you were notified of the match, and the expected placement date.

You can cancel APL or change the start or end dates by giving us at least six weeks’ written notice. If this is not possible, give as much written notice as you can, but if we are unable to accommodate the change on such short notice we may still require you to start APL as previously notified and/or finish APL six weeks after your written notice (or on the date previously notified, if earlier).

The rate of OSPP and ASPP is set by the government each tax year. For further information please contact HR.

DURING PATERNITY LEAVE

All the terms and conditions of your employment remain in force during OPL and APL, except for the terms relating to pay.

Annual leave entitlement will continue to accrue during OPL and APL at the rate provided under your contract. If you are taking a period of APL which will continue into the next holiday year, any holiday entitlement that cannot reasonably be taken before starting APL can be carried over and must be taken immediately before returning to work unless your manager agrees otherwise. You should try to limit carry over to one week’s holiday or less. Carry-over of more than one week is at your manager’s discretion. Please discuss your holiday plans with your manager in good time before starting APL. All holiday dates are subject to approval by your manager.

If you are a member of the pension scheme, we shall make employer pension contributions during OPL and any period of paid APL, based on your normal salary, in accordance with the pension scheme rules. Any employee contributions you make will be based on the amount of any paternity pay you are receiving, unless you inform payroll that you wish to make up any shortfall.

KEEPING IN TOUCH DURING APL

Ordinary statutory paternity pay (OSPP) is payable during OPL provided you have at least 26 weeks’ continuous employment ending with the Qualifying Week (the 15th week before the Expected Week of Childbirth or the week in which the adoption agency notified you of a match) and your average earnings are not less than the lower earnings limit set by the government each tax year.

Additional statutory paternity pay (ASPP) may be payable during APL if you qualified for OSPP and the child’s mother or co-adopter has returned to work with at least two weeks of their 39-week maternity allowance, maternity pay or adoption pay period remaining. ASPP is payable to you for the unexpired remainder of that period.
RETURNING TO WORK

You must return to work after APL on the expected return date unless you tell us otherwise. If you wish to return to work early, you must give us at least six weeks’ notice of the date. It is helpful if you give this notice in writing. You may be able to return later than the expected return date if you request annual leave or parental leave, which will be at our discretion.

You are normally entitled to return to work following either OPL or APL to the same position you held before commencing leave. Your terms of employment will be the same as they would have been had you not been absent. However, if you have combined OPL or APL with another type of family-related leave please see the relevant policy as the position may be slightly different.

If you decide you do not want to return to work you should give notice of resignation in accordance with your contract.
ABOUT THIS POLICY

This policy outlines the arrangements for shared parental leave and pay in relation to the birth of a child. If you are adopting a child please see the shared parental leave (adoption) policy instead.

This policy applies to employees. It does not apply to agency workers or self-employed contractors.

This policy does not form part of your contract of employment and we may amend it at any time.

FREQUENTLY USED TERMS

The definitions in this paragraph apply in this policy.

Expected week of childbirth (EWC): the week, beginning on a Sunday, in which the doctor or midwife expects your child to be born.

Parent: One of two people who will share the main responsibility for the child's upbringing (and who may be either the mother, the father, or the mother's partner if not the father).

Partner: your spouse, civil partner or someone living with you in an enduring family relationship, but not your sibling, child, parent, grandparent, grandchild, aunt, uncle, niece or nephew.

Qualifying week: the fifteenth week before the EWC.

WHAT IS SHARED PARENTAL LEAVE?

Shared parental leave (SPL) is a form of leave that may be available if your child is expected to be born on or after 5 April 2015.

It gives you and your partner more flexibility in how to share the care of your child in the first year after birth than simply taking maternity and paternity leave. Assuming you are both eligible, you will be able to choose how to split the available leave between you, and can decide to be off work at the same time or at different times. You may be able to take leave in more than one block.

ENTITLEMENT TO SPL

You are entitled to SPL in relation to the birth of a child if:

a) You are the child’s mother, and share the main responsibility for the care of the child with the child’s father (or your partner, if the father is not your partner).

b) You are the child’s father and share the main responsibility for the care of the child with the child’s mother; or

c) You are the mother’s partner and share the main responsibility for the care of the child with the mother (where the child’s father does not share the main responsibility with the mother).

The following conditions must also be fulfilled:

a) You must have at least 26 weeks continuous employment with us by the end of the qualifying week, and still be employed by us in the week before the leave is to be taken.

b) The other parent must have worked (in an employed or self-employed capacity) in at least 26 of the 66 weeks before the EWC and had average weekly earnings of at least £30 during 13 of those weeks; and

c) You and the other parent must give the necessary statutory notices and declarations as summarised below, including notice to end any maternity leave, statutory maternity pay (SMP) or maternity allowance (MA) periods.

The total amount of SPL available is 52 weeks, less the weeks spent by the child’s mother on maternity leave (or the weeks in which the mother has been in receipt of SMP or MA if she is not entitled to maternity leave).

If you are the mother you cannot start SPL until after the compulsory maternity leave period, which lasts until two weeks after birth.
OPTING IN TO SHARED PARENTAL LEAVE AND PAY

Not less than eight weeks before the date you intend your SPL to start, you must give us a written opt-in notice giving:

a) Your name and the name of the other parent.
b) If you are the child's mother, the start and end dates of your maternity leave.
c) If you are the child's father or the mother's partner, the start and end dates of the mother's maternity leave, or if she is not entitled to maternity leave, the start and end dates of any SMP or MA period.
d) The total SPL available, which is 52 weeks minus the number of weeks' maternity leave, SMP or MA period taken or to be taken.
e) How many weeks of the available SPL will be allocated to you and how many to the other parent (you can change the allocation by giving us a further written notice, and you do not have to use your full allocation).
f) If you are claiming statutory shared parental pay (ShPP), the total ShPP available, which is 39 weeks minus the number of weeks of the SMP or MA period taken or to be taken.
g) How many weeks of available ShPP will be allocated to you and how much to the other parent. (You can change the allocation by giving us a further written notice, and you do not have to use your full allocation).
h) An indication of the pattern of leave you are thinking of taking, including suggested start and end dates for each period of leave (see paragraph 9 and paragraph 10 for information on taking leave). This indication will not be binding at this stage, but please give as much information as you can about your future intentions; and
i) Declarations by you and the other parent that you both meet the statutory conditions to enable you to take SPL and ShPP.

ENDING YOUR MATERNITY LEAVE

If you are the child's mother and want to opt into the SPL scheme, you must give us at least eight weeks' written notice to end your maternity leave (a curtailment notice) before you can take SPL. The notice must state the date your maternity leave will end. You can give the notice before or after you give birth, but you cannot end your maternity leave until at least two weeks after birth.

You must also give us, at the same time as the curtailment notice, a notice to opt into the SPL scheme or a written declaration that the other parent has given their employer an opt-in notice and that you have given the necessary declarations in that notice.

The other parent may be eligible to take SPL from their employer before your maternity leave ends, provided you have given the curtailment notice.

The curtailment notice is binding and cannot usually be revoked. You can only revoke a curtailment notice if maternity leave has not yet ended and one of the following applies:

a) If you realise that neither you nor the other parent are in fact eligible for SPL or ShPP, in which case you can revoke the curtailment notice in writing up to eight weeks after it was given.
b) If you gave the curtailment notice before giving birth, you can revoke it in writing up to eight weeks after it was given, or up to six weeks after birth, whichever is later; or
c) If the other parent has died.

Once you have revoked a curtailment notice you will be unable to opt back into the SPL scheme, unless you revoked it in the circumstances set out above.

ENDING YOUR PARTNER’S MATERNITY LEAVE OR PAY

If you are not the mother, and she is still on maternity leave or claiming SMP or MA, you will only be able to take SPL once she has either:

a) Returned to work.
b) Given her employer a curtailment notice to end her maternity leave.
c) Given her employer a curtailment notice to end her SMP (if she is entitled to SMP but not maternity leave); or
d) Given the benefits office a curtailment notice to end her MA (if she is not entitled to maternity leave or SMP).
EVIDENCE OF ENTITLEMENT

You must also provide on request:

a) A copy of the birth certificate (or if you have not yet obtained a birth certificate, a signed declaration of the child’s date and place of birth); and
b) The name and address of the other parent’s employer (or a declaration that they have no employer).

BOOKING YOUR SPL DATES

Having opted into the SPL system you will need to give a period of leave notice telling us the start and end dates of your leave. This can be given at the same time as your opt-in notice, or it can be given later, as long as it is given at least eight weeks before the start of your leave. You must also state in your period of leave notice the dates on which you intend to claim ShPP, if applicable.

If your period of leave notice gives dates for a single continuous block of SPL you will be entitled to take the leave set out in the notice.

You can give up to three periods of leave notices. This may enable you to take up to three separate blocks of SPL (although if you give a notice to vary or cancel a period of leave this will in most cases count as a further period of leave notice).

PROCEDURE FOR REQUESTING SPLIT PERIODS OF SPL

In general, a period of leave notice should set out a single continuous block of leave. We may, in some cases, be willing to consider a period of leave notice where the SPL is split into shorter periods (of at least a week) with periods of work in between. It is best to discuss this with your manager or senior manager in good time before formally submitting your period of leave notice. This will give us more time to consider the request and hopefully agree a pattern of leave with you from the start.

You must submit a period of leave notice setting out the requested pattern of leave at least eight weeks before the requested start date. If we are unable to agree to your request straight away, there will be a two-week discussion period. At the end of that period, we will confirm any agreed arrangements in writing. If we have not reached an agreement, you will be entitled to take the full amount of requested SPL as one continuous block, starting on the start date given in your notice (for example, if you requested three separate periods of four weeks each, they will be combined into one 12-week period of leave).

Alternatively, you may:

a) Choose a new start date (which must be at least eight weeks after your original period of leave notice was given), and tell us within five days of the end of the two-week discussion period; or
b) Withdraw your period of leave notice within two days of the end of the two-week discussion period (in which case it will not be counted and you may submit a new one if you choose).

CHANGING THE DATES OR CANCELLING YOUR SPL

You can cancel a period of leave by notifying us in writing at least eight weeks before the start date in the period of leave notice.

You can change the start date for a period of leave, or the length of the leave, by notifying us in writing at least eight weeks before the original start date and the new start date. You do not need to give eight weeks’ notice if you are changing the dates of your SPL because your child has been born earlier than the EWC, where you wanted to start your SPL a certain length of time (but not more than eight weeks) after birth. In such cases please notify us in writing of the change as soon as you can.

You can change the end date for a period of leave by notifying us in writing at least eight weeks before the original end date and the new end date.

You can combine split periods of leave into a single continuous period of leave by notifying us in writing at least eight weeks before the start date of the first period.

You can request that a continuous period of leave be split into two or more discontinuous periods with periods of work in between.
A notice to change or cancel a period of leave will count as one of your three period of leave notices, unless:

a) The variation is a result of your child being born earlier or later than the EWC.

b) The variation is at our request; or

c) We agree otherwise.

SHARED PARENTAL PAY

You may be able to claim statutory shared parental pay (ShPP) of up to 39 weeks (less any weeks of SMP or MA claimed by you or your partner) if you have at least 26 weeks’ continuous employment with us at the end of the qualifying week and your average earnings are not less than the lower earnings limit set by the government each tax year. ShPP is paid by employers at a rate set by the government each year.

OTHER TERMS DURING SHARED PARENTAL LEAVE

Your terms and conditions of employment remain in force during SPL, except for the terms relating to pay.

Annual leave entitlement will continue to accrue at the rate provided under your contract. If your SPL will continue into the next holiday year, any holiday entitlement that cannot reasonably be taken before starting your leave can be carried over and must be taken immediately before returning to work unless your manager agrees otherwise. You should try to limit carry over to one week’s holiday or less. Carry-over of more than one week is at your manager’s discretion. Please discuss your holiday plans with your manager in good time before starting SPL. All holiday dates are subject to approval by your manager.

If you are a member of the pension scheme, we will make employer pension contributions during any period of paid SPL, based on your normal salary, in accordance with the pension scheme rules. Any employee contributions you make will be based on the amount of any shared parental pay you are receiving, unless you inform HR that you wish to make up any shortfall.

KEEPING IN TOUCH

We may make reasonable contact with you from time to time during your SPL although we will keep this to a minimum.

You may ask or be asked to work (including attending training) on up to 20 ‘keeping-in-touch’ days (KIT days) during your SPL. This is in addition to any KIT days that you may have taken during maternity leave. KIT days are not compulsory and must be discussed and agreed with your manager or senior manager.

You will be paid at your normal basic rate of pay for time spent working on a KIT day and this will be inclusive of any shared parental pay entitlement.

RETURNING TO WORK

If you want to end a period of SPL early, you must give us eight weeks’ written notice of the new return date. If have already given us three periods of leave notices you will not be able to end your SPL early without our agreement.

If you want to extend your SPL, assuming you still have unused SPL entitlement remaining, you must give us a written period of leave notice at least eight weeks before the date you were due to return to work. If you have already given us three periods of leave notices you will not be able to extend your SPL without our agreement. You may instead be able to request annual leave or ordinary parental leave (see our Parental Leave Policy), subject to the needs of the business.

You are normally entitled to return to work in the position you held before starting SPL, and on the same terms of employment. However, if it is not reasonably practicable for us to allow you to return into the same position, we may give you another suitable and appropriate job on terms and conditions that are not less favourable, but only in the following circumstances:

a) If your SPL and any maternity or paternity leave you have taken adds up to more than 26 weeks in total (whether or not taken consecutively); or

b) If you took SPL consecutively with more than four weeks of ordinary parental leave.

If you decide you do not want to return to work you should give notice of resignation in accordance with your contract.
SPECIAL LEAVE

There may be some circumstances when you may wish to ask for special leave to deal with circumstances such as bereavement, time off to care for dependants in an emergency or during adverse weather or travel disruption. Such cases are dealt with by your line manager and they will decide at his or her discretion whether such time off should be on a paid or unpaid basis. Any special leave that is granted to you will be recorded by the payroll department.

JURY SERVICE

If you receive a summons to serve on a jury you must notify your manager as soon as possible and provide them with a copy of the notice. The Company must let you have time off work but can ask you to delay your jury service if your absence will have a serious effect on business. Details of how to make an application for deferral or excusal will be contained in the information sent out in your jury summons.

If you serve as a juror you should claim the allowance for loss of earnings. The Company will pay basic pay for up to two weeks less the allowance received. You may be required to produce proof of attendance.
YOU AND YOUR HEALTH
MANAGING ABSENCE

ABOUT THIS POLICY

This policy sets out the Company procedures for reporting sickness absence and for the management of sickness absence in a fair and consistent way.

Sickness absence can vary from short intermittent periods of ill-health to a continuous period of long-term absence and have a number of different causes (for example, injuries, recurring conditions, or a serious illness requiring lengthy treatment).

We wish to ensure that the reasons for sickness absence are understood in each case and investigated where necessary. In addition, where needed and reasonably practicable, measures will be taken to assist those who have been absent by reason of sickness to return to work.

This policy applies to all employees. It does not apply to agency workers, consultants or self-employed contractors.

PERSONNEL RESPONSIBLE FOR THIS POLICY

Managers have a specific responsibility to ensure the fair application of this policy and all employees are responsible for supporting colleagues and ensuring its success.

DISABILITIES

We are aware that sickness absence may result from a disability. At each stage of the sickness absence meetings procedure, particular consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a job or other aspects of working arrangements that will provide support at work and/or assist a return to work.

If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, you should inform your manager and the Human Resources Manager as soon as possible.

IF YOU ARE TAKEN ILL OR INJURED WHILE AT WORK

If you are taken ill or injured while at work you should report to your manager or be taken to the Estate Office or other Holkham business reception/office AND/OR be given permission to leave work. All accidents, no matter how minor, must be reported in accordance with the Health and Safety Policy.

SICKNESS ABSENCE REPORTING PROCEDURE

If you cannot attend work because you are ill or injured, you should telephone your manager as early as possible and no later than 30 minutes after the time when you are normally expected to start work.

The following details should be provided:

a) The nature of your illness or injury.
b) The expected length of your absence from work.
c) Your contact details.
d) Any outstanding or urgent work that requires attention.

Please note that the Company approved method of communication is telephone. Notification by text message or email is not acceptable.

Managers should ensure that:

a) Any sickness absence that is notified to them is recorded and reported to payroll.
b) Arrangements are made, where necessary, to cover work and to inform colleagues and clients (while maintaining confidentiality).

You should expect to be contacted during your absence by your manager, senior manager or HR who will want to enquire after your health and be advised, if possible, as to your expected return date.

Attendance is crucial to the successful operation of our businesses and consequently you are required to attend on your scheduled days of work and on time. Records of absence, patterns of absence and timekeeping are kept. Absences relating to disability of an employee or to pregnancy will be kept separate from sickness absence records.
EVIDENCE OF INCAPACITY

For sickness absence of up to seven calendar days you must complete a self-certification form which is available from your manager.

For absence of more than a week you must obtain a certificate from your doctor (a ‘Statement of Fitness for Work’) stating that you are not fit for work and the reason(s) why. This should be forwarded to your manager as soon as possible. Failure to provide a ‘Statement of Fitness for Work’ as soon as it is issued to you may result in you not being entitled to receive company or statutory sick pay. If your absence continues, further medical certificates must be provided to cover the whole period of absence.

If your doctor provides a certificate stating that you ‘may be fit for work’ you should inform line manager immediately. We will discuss with you any additional measures that may be needed to facilitate your return to work, taking account of your doctor’s advice. This may take place at a return-to-work interview. If appropriate measures cannot be taken, you will remain on sick leave and we will set a date to review the situation.

Where we are concerned about the reason for absence, or frequent short-term absence, we may require a medical certificate for each absence regardless of duration. In such circumstances, we will cover any costs incurred in obtaining such medical certificates, for absences of a week or less, on production of a doctor’s invoice.

UNAUTHORISED ABSENCE

Cases of unauthorised absence will be dealt with under our disciplinary procedure.

Absence that has not been notified according to the sickness absence reporting procedure will be treated as unauthorised absence.

If you do not report for work and have not telephoned your manager to explain the reason for your absence, your manager will try to contact you, by telephone and in writing if necessary. This should not be treated as a substitute for reporting sickness absence.

SICK PAY

You may be entitled to statutory sick pay (SSP) if you satisfy the relevant statutory requirements. Qualifying days for SSP are Monday to Friday, or as set out in your employment contract. The rate of SSP is set by the government in April each year. No SSP is payable for the first three consecutive days of absence. It starts on the fourth day of absence and may be payable for up to 28 weeks. If you are not eligible for SSP or if your SSP entitlement is coming to an end we will give you a form SSP1 telling you the reasons.

You will be entitled to receive Estate sick pay provided you have completed your probationary period and have complied with this policy in all respects. Estate sick pay is inclusive of any SSP that may be due for the same period, and is paid on the following basis:

- Less than one year’s service: SSP only.
- One to two years’ service: 5 days’ pay
- Two to five years’ service: 12 days’ pay
- Five to 10 years’ service: 25 days’ pay
- 10 years’ service +: 30 days’ pay

This entitlement is provided on a pro-rata basis for part-time employees based on your contractual weekly hours.

If a period of sickness absence is or appears to be occasioned by actionable negligence, nuisance or breach of any statutory duty on the part of a third party, in respect of which damages are or may be recoverable, you must immediately notify your manager or senior manager of that fact and of any claim, compromise, settlement or judgment made or awarded in connection with it and all relevant particulars that we may reasonably require. If we require you to do so, you must co-operate in any related legal proceedings and refund to us that part of any damages or compensation you recover that relates to lost earnings for the period of sickness absence as we may reasonably determine, less any costs you incurred in connection with the recovery of such damages or compensation, provided that the amount to be refunded to us shall not exceed the total amount we paid to you in respect of the period of sickness absence.

Any employer and employee pension contributions will continue subject to the relevant scheme rules during any period of Estate sick pay or SSP.
SICK LEAVE AND HOLIDAYS

If you become sick or injured while on annual leave such that you would be unfit for work you may ask us to treat the period of incapacity as sick leave and reclaim the annual leave.

To be able to claim Estate sick pay you must notify your manager of your incapacity immediately, and the usual requirements for medical evidence in this policy will also apply, even if you are abroad.

If you are on sick leave you may choose to cancel any pre-arranged annual leave that would otherwise coincide with your sick leave. You should notify your manager as soon as possible that you wish to do this.

If your period of sick leave extends into the next holiday year, or if there is not enough time left in the current holiday year to make it practicable to take your remaining holiday entitlement, you can carry any unused holiday entitlement over to the following leave year to be used within three months of your return to work. Any annual leave not taken within 15 months of the end of the holiday year in which it accrues (whether or not you have returned to work) will be lost.

KEEPING IN CONTACT DURING SICKNESS ABSENCE

If you are absent on sick leave you should expect to be contacted from time to time by the Estate in order to discuss your wellbeing, expected length of continued absence from work and any of your work that requires attention. Such contact is intended to provide reassurance and will be kept to a reasonable minimum however it is important that the Company is kept appraised of your current diagnosis and prognosis.

FIT FOR WORK SERVICE (FFW)

FFW is a government-funded occupational health assessment service. The service is intended to assist employees return to work, using a return-to-work plan where appropriate. If you want to know more about FFW please speak to your manager.

Once you have been absent for four weeks, either we or your doctor may suggest referring you to FFW. Your doctor may do this before you have been absent for four weeks if they think it would be beneficial for you.

If your doctor refers you to FFW please let your manager know, unless you would prefer not to tell us. If your case manager at FFW wishes to speak to us, please ask them to contact HR.

MEDICAL EXAMINATIONS OR REQUEST FOR A GP REPORT

We may, at any time in operating this policy, require you to consent to a medical examination by a doctor nominated by us or consent to the HR Manager requesting a report from your General Practitioner. In such circumstances, we will cover the medical costs for an examination or medical report, on production of a doctor’s invoice.

You will be asked to agree that any report produced in connection with any such examination or request may be disclosed to us and that we may discuss the contents of the report with our advisers and the relevant doctor.

If you refuse to provide consent to obtain the necessary medical information, we will only be able act on the evidence available. This may not be in your best interests as it is important that decisions are made based on all the relevant information.

This policy will be operated in line with data protection legislation and the Access to Medical Reports Act 1988.

RETURN-TO-WORK INTERVIEWS

If you have been absent on sick leave for more than 10 working days we will arrange for you to have a return-to-work interview with manager.

A return-to-work interview enables us to confirm the details of your absence. It also gives you the opportunity to raise any concerns or questions you may have, and to bring any relevant matters to our attention.

Where your doctor has provided a certificate stating that you ‘may be fit for work’ we will usually hold a return-to-work interview to discuss any additional measures that may
be needed to facilitate your return to work, taking account of your doctor's advice.

RETURNING TO WORK FROM LONG-TERM SICKNESS ABSENCE

We are committed to helping members of staff return to work from long-term sickness absence. As part of our sickness absence meetings procedure, we will, where appropriate and possible, support returns to work by:

a) Obtaining medical advice.
b) Making reasonable adjustments to the workplace, working practices and working hours.
c) Considering redeployment; and/or
d) Agreeing a return-to-work programme with everyone affected.

If an employee is unable to return to work after a long period of absence, dismissal will be considered as the last resort once all other options have been considered. If consent is provided by the employee, medical information will be sought in these circumstances before a decision is made.

MANAGING REPEATED SHORT TERM ABSENCE

Situations where there is a pattern of frequent short term absences will be reviewed by managers regularly so that action can be taken to improve attendance. The disciplinary and capability procedure will be used in these circumstances.