

03 Redundancy policy

1. Overview

- 1.1. This policy sets out how we want to treat employees should we need to reduce the number of people we employ. We will avoid making anyone redundant wherever reasonably possible, but it may sometimes be needed to address changing business needs and we have to consider our customers' and our own interests as well as those of our employees.
- 1.2. This policy does not form part of your contract of employment, and we reserve the right to amend this policy at any time.
- 1.3. This policy applies to all employees. It does not apply to self-employed contractors, consultants or to agency workers.

2. How we avoid redundancies

- 2.1. We will consider taking other action to avoid redundancies and will minimise them wherever possible. The following list gives examples of some alternative approaches we may consider (taking account of business needs):
 - cutting back on overtime;
 - freezing salaries and delaying pay rises;
 - re-deploying and/or retraining some employees;
 - finding suitable alternative work to offer some employees;
 - inviting applications for voluntary redundancy;
 - exploring job shares, short-time working and other types of flexible working
 - limiting new recruitment; and/or
 - looking at how we use consultants, self-employed contractors and agency staff.

3. How we make redundancies

- 3.1. The Company will always comply with any legal obligations to consult with any recognised trade unions and/or employee representatives, depending on the number of redundancies we propose making.
- 3.2. If we invite applications for voluntary redundancy, we reserve the right not to accept a volunteer for business reasons.
- 3.3. If we cannot avoid making redundancies using the measures above, we will need to consider compulsory redundancies.
- 3.4. We will invite all those at risk to a meeting to explain our proposals. We may also write to you individually with the full details. Potentially affected employees may raise any queries, concerns or suggestions that they feel are appropriate and these will be considered and responded to before a final decision is made regarding the proposals.

- 3.5. We will be fair, objective and transparent with the criteria we use to identify employees at risk of redundancy. Our main aim will be to make sure we retain the types of skills necessary to meet current and future business objectives.
- 3.6. We will never discriminate on the grounds of race, colour, nationality, ethnic or national origin, religion, gender, sexual orientation, age, disability, marital or civil partnership status at any stage in the redundancy process. An employee who feels that a redundancy process is discriminatory must raise this by using the Grievance or Whistleblowing Policies.
- 3.7. Those selected for possible redundancy will be allocated to a group known as the 'pool'. This will usually involve considering job titles and the extent to which job roles are interchangeable.
- 3.8. An employee who has been included in a pool, and who believes that the make up of the pool of potentially redundant employees is unfair, should raise this during the consultation process so that the pool can be reviewed and, if it is reasonable to do so, amended.
- 3.9. The criteria we use to select for redundancy the depend on the specific circumstances, but are likely to include some or all of the following considerations:
 - experience and skills
 - length of service (limited to the maximum number of years necessary to be fully experienced in a particular job role)
 - levels of performance
 - disciplinary record
 - attendance record (subject to adjustments for absences due to a disability, maternity or some other similar reason)
 - willingness to adapt and be flexible
 - Other criteria that are reasonable and suitable.
- 3.10. Wherever possible the criteria used will be objectively measured and not assessed purely on the basis of one person's subjective view.
- 3.11. If the reduction is 1 employee only then this person will be in a 'pool of one' and will be automatically selected and the application of selection criteria will not be possible. This will usually only be when an employee's job is unique at a particular work location.

4. How we work with you if you are selected

- 4.1. If you are provisionally selected after we have applied the criteria to the pool, you will be notified in writing that you are now at risk of redundancy and of your scores against the criteria. You do not have the right to see the scores allocated to other employees in the pool.
- 4.2. Our next step is to consider any suggestions you may have for avoiding redundancy. You can use this consultation process to tell us if you think you have been wrongly or unfairly selected and why, suggest how we could redeploy you, and put forward any other ideas you have. If we agree with you, your name will be removed from the redundancy pool or

your scores adjusted. If we disagree with you, we will usually summarise our reasons in a letter.

- 4.3. Should we then proceed with selecting you for redundancy, you will be given notice that your employment is being ended as per your contract. We will also give you details of your redundancy pay — if you are entitled to it — and any other payments due to you.
- 4.4. After you have been given notice of dismissal, we will give you reasonable time off during working hours to look for a new job and/or enrol for training relevant to your future employment. We will pay you for a proportion of this time off as per our legal obligations.

5. Finding suitable alternative employment

- 5.1. We will explore whether we have any suitable alternative work for you before making you redundant. However, you must also let us know if there are any specific roles you want us to consider, as we may not be aware that you are interested in them. The responsibility for identifying possible re-deployment opportunities is shared between you and the Company.
- 5.2. Any offers of alternative work will always be driven by the needs of the business, and whether or not you can apply for an internal vacancy will depend on all the circumstances. We will let you know the procedure you will need to follow if we think you are eligible.
- 5.3. If you are offered suitable alternative employment with the Company, you are entitled to a four-week trial period, during which you can decline the alternative role without losing your redundancy payment if it turns out to be unsuitable for either you or the Company. If we decide the alternative role is not suitable for you during that four-week trial period, you will also still get your redundancy payment.
- 5.4. You may lose your entitlement to redundancy pay if you refuse to accept suitable alternative work offered by the Company.

6. Your right to appeal

- 6.1. You have the right to appeal against any decision to make you redundant. To do this, you need to respond within a week of being told you have been selected by writing directly to whoever is named in the letter you received. You must give full details of your grounds of appeal in your letter (i.e. a summary of each and every individual reason for your appeal).
- 6.2. Wherever possible, the appeal hearing meeting will not be led by the manager who took the decision to make you redundant. We will send you our final decision in a letter and will try to do this within two weeks of the appeal hearing. You do not have any further right to appeal against the decision to make you redundant.