

Fitzgerald, Renee

From: Garrett Doyle <[REDACTED]> s. 40 (1)
Sent: Saturday, October 18, 2025 5:56 AM
To: Vice-President (Academic)
Cc: Morrison, Janet; mra200@mun.ca; [REDACTED] Lokash, Jennifer; President, The; Millan, Roxanne; Brown, Margot
Subject: Re: Recommendation for General Manager, Harlow

s. 32 (a)

[REDACTED] I agree.

best regards
Garrett

On Fri, Oct 17, 2025 at 5:56 PM Vice-President (Academic) <vpacad@mun.ca> wrote:

Dear members of the MUN/UK Board,

s. 40 (1)

I'm pleased to seek your approval for our preferred candidate for the role of GM. There is some time sensitivity [REDACTED]
[REDACTED] Attached you will find a briefing note, the search committee report, and the resume for Mr. Matthew Filmer. We would be grateful for your approval over email at your first opportunity, with apologies for the urgency. I'm grateful to Sara Inkpen for joining the interview process with Roxanne Millan and [REDACTED]

s. 40 (1)

Jamie Skidmore's group is arriving at the campus tomorrow, and the team there have been excitedly preparing for their arrival.

Many thanks in advance for your quick turnaround on this,

Jennifer

Jennifer Lokash

Provost and Vice-President (Academic)

Public Orator

Memorial University

Newfoundland and Labrador's University

St. John's, NL, Canada A1C 5S7

I acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and I acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

Fitzgerald, Renee

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Wednesday, October 22, 2025 5:16 PM
To: Batten, Jennifer
Cc: President, The; Fitzgerald, Renee; Browne, Lisa; Vice-President (Academic); Millan, Roxanne
Subject: Re: For review - announcement of Harlow Campus GM
Attachments: HC general manager appointment - MUN(UK)Trustees[63]_JM.docx

Thank you, Jennifer. Minor edits attached. Once incorporated, Rose can facilitate distribution to the Trustees.

Regards,
 Janet

Get Outlook for Mac

From: Batten, Jennifer <jbatten@mun.ca>
Date: Wednesday, October 22, 2025 at 3:22 PM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: President, The <munpres@mun.ca>, Fitzgerald, Renee <reneef@mun.ca>, Browne, Lisa <lisa.browne@mun.ca>, Vice-President (Academic) <vpacad@mun.ca>, Millan, Roxanne <rmillan@mun.ca>
Subject: For review - announcement of Harlow Campus GM

Hi Janet,

Attached for your review is a message to the Harlow Campus Trustees sharing the news of the appointment of a general manager. Once you have approved it, the message can go to the Trustees directly from your office. We will do a separate communication with a bit more detail for deans/ SLC. Given the interest in Harlow Campus and the previous AVP role, we may get media inquiries and we are preparing some questions and answers to have ready.

The rollout plan will be as follows:

- Message from the president to Trustees s. 40 (1)
- Notification to Harlow Campus staff ([REDACTED]) HR consultant on the ground in the UK will inform staff at the campus)
- Message from the provost to deans and SLC members

Thanks.
 Jennifer

JENNIFER BATTEN she/her
 MANAGER, COMMUNICATIONS
 Memorial University of Newfoundland
 St. John's, NL, Canada A1C 5S7
 M. [REDACTED] s. 40 (1)

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the histories and cultures of the Beothuk, Mi'kmaq, Innu and Inuit of this province.

TO BE FORMATTED ON JM LETTERHEAD MEMORANDUM

08 December 2025

TO: Board of Trustees, Harlow Campus

FROM: Janet Morrison, president and vice-chancellor

SUBJECT: **Appointment of General Manager, Harlow Campus**

I am pleased to share that Mr. Matthew Filmer has been appointed to the role of general manager, Harlow Campus, for a nine-month period effective Tuesday, Oct. 28, 2025. The recommendation has been approved by the MUN (UK) Ltd. Board of Directors.

Mr. Filmer comes to Harlow Campus

s. 40 (1)

Working collaboratively with the Harlow Campus team, Mr. Filmer will oversee daily operations to ensure efficiency, regulatory compliance, and ongoing process improvement across all functions at Harlow Campus.

Thank you for your commitment to the Harlow Campus; I'm looking forward to visiting in November.

Fitzgerald, Renee

From: Browne, Lisa <lisa.browne@mun.ca>
Sent: Wednesday, October 22, 2025 7:47 PM
To: Morrison, Janet; Lokash, Jennifer; Millan, Roxanne; Worsfold, Scott; Whelan, Meaghan
Subject: Fw: The Maltings, St Johns Walk, Harlow, Essex, CM17 0AJ
Attachments: BS13491 - Letter - report.PDF

s. 29 (1)(a), s. 35 (1)(b)

Kim also sent this along - [REDACTED] As an FYI.

Get Outlook for iOS

From: Shipp, Kim <kshipp@mun.ca>
Sent: Wednesday, October 22, 2025 7:05 PM
To: Browne, Lisa <lisa.browne@mun.ca>
Subject: Fw: The Maltings, St Johns Walk, Harlow, Essex, CM17 0AJ

While I'm in my folder, here was the valuation of the properties for insurance.

From: Smith, Darren (Harlow Campus) <darren.smith@mun.ca>
Sent: April 18, 2024 8:10 AM
To: Vivienne Cook <Vivienne.Cook@pib-insurance.com>
Cc: Jonathan Holmes <Jonathan.Holmes@pib-insurance.com>
Subject: FW: The Maltings, St Johns Walk, Harlow, Essex, CM17 0AJ

Hi Viv,

Here are the figures for our reinstatement valuation.

Kind regards
Darren

From: Martin and Martin <office@martinandmartin.org.uk>
Sent: 17 April 2024 4:05 PM
To: Harlow Campus
Subject: The Maltings, St Johns Walk, Harlow, Essex, CM17 0AJ

FAO Darren Smith

Dear Darren,

s. 29 (1)(a)

Attached is our report [REDACTED]

[REDACTED] I trust the report is clear and provides the information needed; if not please do not hesitate to call me.

The hard copy of this report, together with our invoice, will follow shortly in the post.

Kind regards,

Elizabeth Martin



martin and martin
chartered surveyors and valuers

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Regulated by RICS



martin and martin
chartered surveyors and valuers

21 Church Street
Bishop's Stortford
Hertfordshire
CM23 2LY
Tel 01279 656426
office@martinandmartin.org.uk

FAO Darren Smith

Memorial University of Newfoundland
Harlow Campus
St Johns Walk
Harlow
Essex
CM17 0AJ

Our Ref: EM/BS13491

17 April 2024

Dear Sirs,

Re: Memorial University of Newfoundland Harlow Campus

In accordance with the instructions received from you on 11 April 2024 in response to our letter of the same date setting out our terms and conditions of engagement we inspected the following properties in order to provide an up to date assessment of the figure for which the buildings should be insured for reinstatement purposes on a "Day 1" insurance basis, and confirm our recommendations.

The properties inspected were :-

The Maltings, St Johns Walk, Harlow

Cabot House, St Johns Walk, Harlow

St Johns House and St Johns Cottage, St Johns Walk, Harlow

44 and 46 Market Street, Harlow

All of these buildings are within the boundary of the Old Harlow Conservation Area.

The inspection was undertaken by Elizabeth Martin PGDipCHE, MRICS assisted by Patrick Willis AssocRICS of Martin and Martin Chartered Surveyors Ltd.

Limitations to the Inspection

Roof voids to all of the buildings were not accessed and no inspection of the roof structures, except those exposed in the hall section of St Johns, has been made.

No internal inspection of 44 and 46 Market Street could be made, due to these two flats being occupied. The accommodation in these flats were confirmed to us by the client and we have assumed that the kitchen and shower room fittings and fixtures are of a similar quality and style to those provided in the other buildings inspected.

Only part of the interior of Cabot House could be inspected, again due to occupancy of the rooms.

In respect of The Maltings, inspection of 10 of the bedrooms was made but the remainder were not as they were occupied. A ground floor office in the single storey extension was locked and not accessed and there were a few locked cupboards/stores at all levels. The range of single storey outbuildings attached to the east side of the building were inspected externally only.

The single car garage at the south-west corner of Cabot House was inspected externally only as were the two small external stores to the rear (south) of St Johns.

DESCRIPTION AND CONSTRUCTION

The Maltings

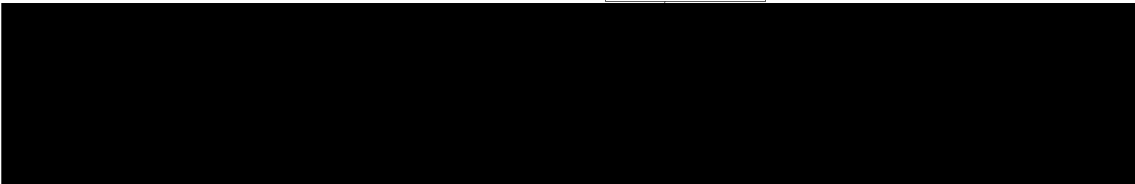
The main section of The Maltings building comprises a three storey plus attic former Malt House built in the late 1800's. It has solid brickwork walls of Cambridgeshire gault bricks laid in English bond in 6 bays with pilasters under a natural slate roof which incorporates a pyramid kiln and two hoist lucams (which form the remaining major identifying features). The Essex Historic Environment Records state that the roof structures include king post and queen post trusses. Ground and upper floors are of concrete. Upvc double glazed windows are fitted throughout. The main block incorporates two flights of concrete staircases, around 21 bedrooms all with built-in fold-up beds/wardrobes and en-suite shower rooms together with two kitchens and some storage areas. Attached to the main block is a two storey former school section which houses a commercial kitchen, common room, library and a large room known as Portals. This is of similar construction to the

main Maltings building. There are suspended ceilings in the Portals and library rooms. Attached to the rear (east) is an external metal fire escape staircase. A single storey modern block of cavity masonry construction under slated roofs is attached to the north side of the two storey section with this incorporating a reception area, staff wc's, office and meeting rooms, server room and small utility room. Adjacent to the main reception area there is a wheelchair access lift. Attached to the rear (east) is a range of single storey outbuildings housing central heating boilers and other gear, a concrete surfaced forecourt and L-shaped tall brick boundary wall.

Security alarms and cameras are installed together with electronic key fob devices to doors, a commercial kitchen and fire sprinkler system. All mains services are laid on and connected and there is approximately 75m of shallow, mainly clay, drains discharging into a public sewer.

We calculate that the gross internal floor area of this building, excluding the external stores, amounts to approximately 1110m² with 106m² of this forming the modern single storey extension section.

s. 29 (1)(a)



Cabot House

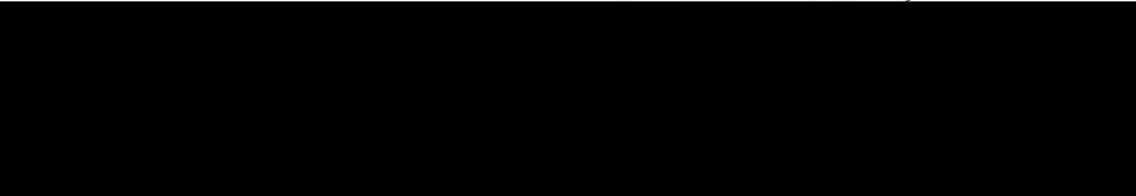
This comprises a long range of one and a half storey former cottages built circa. 1850 of timber frame construction under pitched roofs surfaced with single lap clay pantiles. The building is listed Grade II (under the name St Johns Cottage and list entry number 1169777). At the rear (west) it has a full width lean-to extension and two first floor dormers with pitched roofs matching those of the main roof. At the southern gable end is a single red brick chimney. The walls are mainly rendered externally but the front and rear walls are clad with timber weatherboards to sill level. There are painted timber single glazed casement windows except ground floor windows on the east elevation which are single glazed horizontally sliding Essex sashes in timber sub-frames. To the rear are three external doors, two with small storm porch canopies above. The ground floor is of

solid construction and the first floor of suspended timber. Although full access to the interior was not available, we understand it to include 6 bedrooms, a kitchen, sitting room, laundry room and bath/shower rooms. All mains services are connected and there is a gas fired heating system and fire safety equipment.

This property has a gross internal floor area of approximately 196m².

On the west side is an enclosed garden area incorporating approximately 35m of concrete slab paving and 10m of modern concrete post and timber panel fencing with pedestrian gate and a detached single car garage of masonry construction under a flat roof with low parapet walls to the perimeter and a metal vehicular door.

s. 29 (1)(a)



ST JOHNS

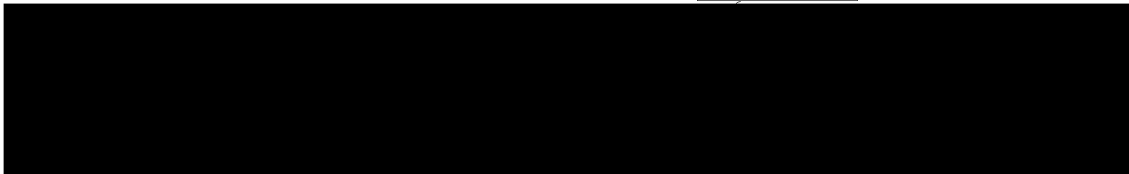
This property comprises a single storey hall with vaulted ceiling with exposed trusses and stained glass window to the front (north) gable end. At the southern end there is a first floor mezzanine incorporating a large store and shower room with staircase access and a bathroom and office at ground floor level. Attached to the rear is a single storey C20 extension. A modern basic quality Upvc conservatory has been added to the east side of the hall where there is an enclosed brick paved garden with brick boundary walls. Attached to the west side of the hall is a two storey cottage with single storey porch and two storey bay projection to the front and part two storey and part single storey extensions to the rear. There is a small enclosed yard area abutting the cottage to the rear which has two small single storey brick stores. The accommodation in the cottage includes an entrance hall, sitting room, fitted kitchen, two bedrooms and a shower room.

The older sections of the building are estimated to date to around 1825 with the extensions being of C20 date. The main walls are predominantly of solid masonry and the roofs are predominantly surfaced with natural slates. Timber single glazed casement

windows are fitted throughout. All mains services are provided including gas fired central heating and there is fire safety equipment. Drains run to the rear and discharge into a public sewer.

We calculate that the gross external floor area of St Johns, as described above, amounts to approximately 251m².

s. 29 (1)(a)

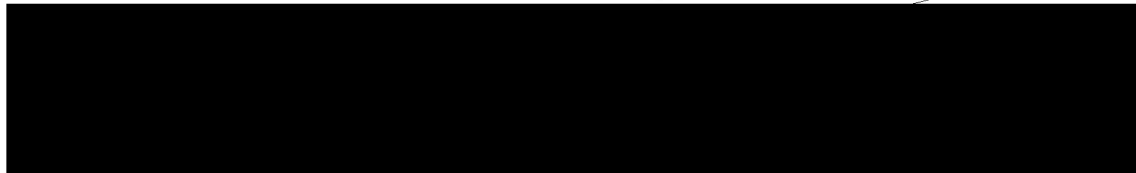


44 and 46 Market Street

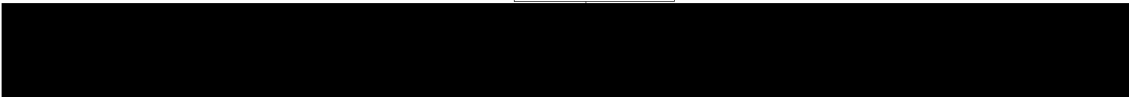
This property comprises two self contained flats located in an extended Grade II listed former tenement building dating to the mid-18th Century. The original part of the building is of timber framed construction under a steeply pitched clay peg tiled roof. Extensions at the rear are partly two storey, partly one-and-half storey and part single storey and are predominantly of timber frame construction under part flat and part slated roofs. Four conservation style roof slights are set in the north facing (rear) slated roofs. There are single glazed sash windows to the front and timber casement windows to the rear. Internally in the ground floor flat there is a kitchen, two bedrooms, sitting room and bathroom and similar accommodation is provided in the first floor flat together with a laundry room and a staircase to the front door. Mains services are connected and there are gas fired heating systems, security systems and fire safety equipment.

This property has a gross external floor area of approximately 227m²

s. 29 (1)(a)

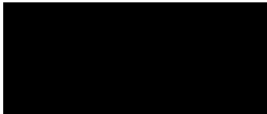


s. 29 (1)(a)



We trust that the above provides all the information required but please do not hesitate to contact us if we can help at all further. A note of our fee is attached for your kind attention in due course.

Yours sincerely,



s. 40 (1)

Elizabeth Martin PGDipCHE, MRICS
MARTIN AND MARTIN

Fitzgerald, Renee

From: President, The <munpres@mun.ca>
Sent: Monday, October 27, 2025 4:23 PM
To: Morrison, Janet
Subject: FW: Staff Handbook - Harlow
Attachments: Memorial University Harlow - Working Guide October 2025.pdf

Janet, please see below and attached from Roxanne.

Best regards,
 Rose
 Rose M. Frew, Executive Assistant to the President (Correspondence)
 President's Office, Room A-2028
 Arts and Administration Building | 230 Elizabeth Avenue
 Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
 t: 709.864.8212 | f: 709.864.2059 | email: president@mun.ca



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From: Millan, Roxanne <rmillan@mun.ca>
Sent: Monday, October 27, 2025 4:07 PM
To: President, The <munpres@mun.ca>
Subject: Staff Handbook - Harlow

Hi Rose,

Last week, I committed to share the attached Harlow Staff Handbook with Dr. Morrison. It was recently updated by our HR Consultant at the Harlow Campus to reflect recent employment legislative changes.

Let Dr. Morrison know that she can reach out to me with any follow up questions.

All the best,
 Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

Office of the Provost and Vice President (Academic)
 Memorial University of Newfoundland
 Elizabeth Avenue
 St. John's, Newfoundland | A1C 5S7

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<https://www.mun.ca/vpacademic/>

MUN (UK) LIMITED

Working at
Memorial University of Newfoundland,
Harlow Campus



Harlow Campus

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VALUES AND BEHAVIOURS

The below values are a set of principles in which Memorial University govern their decision making, both in Canada and the UK. These behaviours are expected of all staff, regardless of tenure, hours worked or seniority.

Excellence

Encouraging and promoting excellence through innovation and creativity, rigour and pragmatism.

Integrity

Being honest and ethical in all interactions, maintaining the highest ethical standards in teaching, research, public engagement and service.

Collegiality

Engaging others with respect, openness and trust in pursuit of a common purpose, having regard for individuals, ideals and the institution as a whole.

Inclusiveness and diversity

Embracing and acting on responsibility to guarantee diversity and equity.

Responsiveness

Being receptive to individuals and communities.

Accountability

Accepting responsibility for achievement of common goals and objectives.

Freedom and Discovery

Supporting the freedom to pursue knowledge that is based on individual and collective intelligence, curiosity, ingenuity and creativity.

Recognition

Acknowledging, tangibly, all aspects of university enterprise including teaching and learning, research, scholarship, creative activity and public engagement.

Responsibility to place

Valuing and fulfilling the special obligation to the people of Newfoundland and Labrador by supporting and building capacity for excellence that:

- addresses needs and opportunities for Newfoundland and Labrador;
- engages the university community on matters of national and international significance;
- produces and delivers academic programs of national and international calibre; and,
- recognizes the dynamic opportunities presented by a multi-campus institution.

Responsibility to learners

Recognizing students as a first priority and providing the environment and support to ensure their academic and personal success.

Interdisciplinary collaboration

Supporting overarching themes in all pursuits that cut across academic units and address significant opportunities and challenges for which Memorial is particularly well positioned to build nationally and internationally recognized capacity.

Sustainability

Acting in a manner that is environmentally, economically and socially sustainable in administration, academic and research programs.

EQUAL OPPORTUNITIES STATEMENT

MUN UK Ltd is an Equal opportunity employer.

The University is committed to being a successful, caring and welcoming place for all employees. We want to create a supportive and inclusive environment where our teams can reach their full potential, without prejudice and discrimination. We are committed to a culture where respect and understanding is fostered and the diversity of people's backgrounds and circumstances will be positively valued.

Equality of opportunity, valuing diversity and compliance with the law is to the benefit of all individuals in the University as it seeks to develop the skills and abilities of its people. While specific responsibility for eliminating discrimination and providing equality of opportunity lies with managers and supervisors, individuals at all levels have a responsibility to treat others with dignity and respect.

Through this policy and procedure and the training and development of managers and staff, the University will do all it can to promote good practice in this area in order to eliminate discrimination and harassment as far as is reasonably possible. The University will also continue to work towards its dedicated goal of encouraging and promoting equality and diversity within the workforce.

The policy aims to achieve equality by removing any potential discrimination in the way that our employees are treated by fellow employees or the University, including:

- people with disabilities
- people of different sexual orientations
- transgendered and transsexual people
- people of different races
- people on the grounds of their sex
- those of faith and of no faith
- in relation to their age
- in relation to their social class or medical condition
- people who work part-time
- those who are married or in a civil partnership
- women who are pregnant, have recently given birth or are breastfeeding.

Discrimination can be either direct or indirect discrimination. Some of the above are protected characteristics under the Equality Act 2010 and discrimination is prohibited, unless there is a legal exception under the Equality Act.

Direct discrimination

This is where someone is treated less favourably due to one (or more) protected characteristics. It can be intentional or unintentional discrimination. Occasionally the discrimination may occur due to a protected characteristic of another person, so the discrimination may be because of association. An example is an advert for a job that requires 'men only' or 'under 30s only'.

Indirect discrimination

This is where someone is disadvantaged by an apparently neutral provision, criterion or practice (PCP) that is applied 'across the board' or 'equally across a particular group'. The PCP may have the consequence (usually unintended) of causing a disadvantage, which then actually affects somebody. For example, a PCP relating to clothing or headwear could be applied 'equally', but

may cause someone with a protected characteristic to be disadvantaged. The PCP could be justified if it is a proportionate means of achieving a legitimate aim.

Victimisation

This is not the same as the common meaning of victimisation, but is specifically regarding treating someone less favourably because they have complained about or given information about discrimination or harassment, either regarding themselves or someone else.

Harassment

This is part of the Equality Act but is covered in more detail in the Harassment policy.

The Equality Act 2010 applies to how employees treat fellow employees, visitors, suppliers and former employees. The Act also applies to customers/clients.

The University is committed to equality of opportunity and to providing a service and following practices which are free from unfair and unlawful discrimination.

The aim of this policy is to ensure that no applicant or member of staff receives less favourable treatment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation, or is disadvantaged by conditions or requirements which cannot be shown to be relevant to performance. It seeks also to ensure that no person is victimised or subjected to any form of bullying or harassment.

The personal commitment of every employee to this policy and application of its principles are essential to eliminate discrimination and provide equality throughout the University.

Training, development and progression opportunities are available to all staff.

The General Manager has particular responsibility for implementing and monitoring the equality and diversity policies and, as part of this process, all personnel policies and procedures are administered with the objective of promoting equality of opportunity and eliminating unfair or unlawful discrimination.

There will be monitoring and reviews of the effectiveness of the equal opportunities policy, with comments and suggestions on the policy can be directed to Jingjing Xu.

SITE LOCATIONS

Harlow Campus is a study abroad centre for Memorial University students and offers specialized learning experiences and post-secondary programming.

The campus consists of a group of 19th century and older buildings. The main building is The Maltings, once used to dry grain, which now houses the administration offices as well as accommodation for over 40 residents. It also contains a dining room, resources room, common room and laundry, as well as the Lord Taylor lecture room.

YOUR INDUCTION

All employees will be given health and safety induction training when they start work which will cover basic health and safety such as first aid and fire safety.

Job specific training, including the health and safety aspects of the job will be provided by Team Leader/Line Manager after identification through risk assessment and periodical reviews.

Training records will be kept by the General Manager, who will identify, arrange and monitor all training in terms of attendance, skills and levels of competence.

TRAINING

We believe it is important to develop all our employees in whatever job they do.

Therefore training and development will be provided in line with business needs and requirements identified during discussions. You must participate fully in all training that is provided for you, particularly any Health & Safety training that has been mandated.

Ways of Working

MEASURING PERFORMANCE

We evaluate staff performance to support development and recognise achievements.

- Regular Reviews: Performance is reviewed annually, with mid-year check-ins.
- Setting Goals: Employees and managers work together to set clear, measurable goals.
- Ongoing Feedback: Open communication and feedback help track progress.
- Recognition: Exceptional performance is acknowledged and rewarded when appropriate.
- Improvement Support: If performance needs improvement, support plans will be put in place.

EMPLOYEE COMMUNICATIONS

The UK site is a small part of a much wider University campus. Memorial University has many campus's in Newfoundland, offering over 300 programme options for prospective students, whilst supporting various community projects in Canada.

Given the distance and time difference between both the UK and Canadian campus it can be easy for information to be overlooked and not fully communicated. To ensure the UK team stay updated on any global and UK specific changes, meetings will be held frequently (timeframe to be determined) with the General Manager to discuss both local and global updates. The time and date of this meeting may vary dependant on availability.

Questions can be posted in advance to allow the General Manager sufficient time to gain a response.

OVERTIME & TIME OFF IN LIEU

There may be occasions when you will be required to work additional hours as requested by your Team Leader/Line Manager. Generally staff will be given time off in lieu (TOIL) for all additional hours worked, although in certain situations the University may decide to pay overtime.

If the University agrees to pay overtime, you will be paid at your normal hourly rate. Overtime worked on Saturdays will be paid at 1.5 times basic hourly rate and 2 times basic rate for Sundays.

All Overtime and TOIL must be agreed with your Line Manager in advance.

PERSONAL PROPERTY

You are responsible for the safe keeping of your personal property. Where appropriate, we will show you where to keep personal belongings as part of your induction.

The University does not accept responsibility for loss, theft or damage to personal property. It is therefore advisable not to bring large amounts of money or valuables to work.

Lost property – Employees are required to hand in any lost property found by or given to them.

The University is entitled to unclaimed lost property found on the premises. We will give any unclaimed lost property to an agreed charity.

SMOKING

The University mandates that all workplaces are smoke-free, including Company cars and all enclosed workspaces. Dangerous exposure is not prevented by the separation of smokers and non-smokers or by the deployment of ventilation or air conditioning.

The University takes the view that smoking constitutes a fire risk and a hazard to the health of all its employees, both smokers and non-smokers as a result of 'passive smoking'. It is therefore against the University's rules for anybody to smoke on the University's premises.

Staff who leave the building in order to smoke must not loiter in front of the premises. Smoking outside the University's buildings projects a negative image for the University.

Any employee who ignores the smoking policy will be dealt with in accordance with the University's Disciplinary Procedure.

Absence Reporting

On the first day of absence: -

- You must telephone your Line Manager before the starting your shift, stating the reason for and likely length of absence
- If you are unable to contact the University personally, you must ensure that a third party does so on your behalf within the stated timescales
- During any absence you should not work elsewhere or carry out activities inconsistent with your condition which may delay your return to work
- On your return to work you must complete a Return To Work Form and seek authorisation through your Line Manager
- If your absence lasts for eight or more days, (including weekends) you must forward medical certificates signed by a qualified Doctor to the University on or before the eighth day of absence.
- If your absence lasts for less than eight days (including weekends and holidays) on your return to work you must supply the University with a completed self-certification form (which is available from the University) stating the date of and the reason for your absence
- Should you fail to comply with notification or certification procedures or abuse or breach the University's rules on sickness absence the disciplinary process may occur

Frequent or Persistent Short Term Absence

In circumstances where you are taking frequent or persistent short-term absences your Line Manager may conduct an interview with you to discuss this further. If the absence involves frequent or persistent short-term absence, your Line Manager will: -

- Advise you of the frequency and reason for the absences and ensure that you are aware that the absence record is giving cause for concern
- Advise you to seek proper medical attention if there is an underlying medical problem. A medical report may be requested, if appropriate or required via referral through an Occupational Health Service
- Give consideration to any concerns and problems with a view to finding possible ways of helping you to resolve them
- Agree a reasonable period of time over which your attendance can be assessed
- Indicate what the next steps will be if you fail to reach the standard required
- These standards or targets will be specified and achievable and within agreed timescales. In certain cases disciplinary action may be instigated

Long Term Sickness Absence

Where an employee is identified by their Line Manager as being, or likely to become, a long term absentee, the following procedure will be adopted.

Your Line Manager will conduct an interview with you. You have the right to be accompanied by a work colleague if you wish. If the issues involve long-term ill health the University (if appropriate) will: -

- Maintain continuous dialogue and contact you regarding the nature of the illness, and prognosis for return to work
- Consider offering temporary alternative employment or an alternative working pattern if this would enable you to return to work
- Seek to establish the nature of the illness and its likely duration. The University may request your consent to contact your doctor in order to establish the nature of the illness, its likely duration and its effect on your ability to carry out your job. You may be asked to see a doctor appointed by the University or to be referred to an Occupational Health Service to enable a medical report to be prepared for the University
- Inform you that long-term absence due to ill health may put your employment at risk, bearing in mind the needs of the University at that time

- Set a date at which point dismissal will be considered if you are still unable to return to work

In cases where you are disabled within the meaning of the Disability Discrimination Act 1995, the interviewer will: -

- Maintain continuous dialogue and contact with you regarding the nature of the illness, and prognosis for return to work
- Consider offering alternative employment or providing an alternative working pattern or such other adjustments to your job as may be reasonable in the circumstances and within the resources of the business

After each interview a letter will be produced confirming the facts and the action to be taken. The letter will be handed to you where possible or sent by recorded delivery. You will be requested to sign, date and return a copy of the letter to acknowledge its receipt, your understanding of its content and its implications.

Policy On Sickness Absence & Holiday Entitlement

- Holiday will only be credited to you where you produce a Medical Certificate from your GP stating the reason for absence

Statutory Sick Pay

The University will pay SSP to eligible employees when their right to contractual sick pay expires. The amount paid is subject to statutory deductions.

University Sick Pay

University sick pay is payable dependent upon length of service and the following of the University sickness policy.

Short term sick pay

You are entitled to one month's full pay (of your basic salary) in any one year from 1 April – 31 March, from your first year anniversary. If you have exhausted this entitlement you shall be entitled to Statutory Sick Pay.

Long term sick pay

Long term sickness is defined as 4 weeks continuous absence or periods of sickness where the reasons for absence are related to an underlying medical condition or disability, which combined last over 4 weeks. **PLEASE BE ADVISED THAT THE LONG TERM SICK PAY ENTITLEMENT BELOW IS RELEVANT FOR THOSE WHO STARTED AFTER 1ST OCTOBER 2025. EMPLOYEES WHO STARTED WITH THE UNIVERSITY PRIOR TO THIS WILL HAVE A DIFFERENT ENTITLEMENT. PLEASE REFER TO THE GENERAL MANAGER FOR THIS DATA.**

Long term sick pay entitlements are:

During first 6 months of employment

- Statutory Sick Pay

Between 6 months and 1 year

- 1 month full pay

Between 1 year and 2 years

- 1 month full pay and 1 month half pay

Between 2 years and 3 years

- 2 months full

After 3 years employment

- 6 month full pay and 6 month half pay

Monitoring Attendance

You are expected to attend work consistently. The University regularly monitors attendance levels.

Disciplinary action may be taken which may result in your dismissal from the University should your level of attendance be unacceptable and should your level of attendance be due to the following circumstances: -

- Failing to follow the University's absence procedures
- Your absence is not for a valid reason
- You have regular patterns of absence
- Your illness/injury is self-inflicted e.g. drug or alcohol abuse (where you have refused treatment), frequent injury through dangerous or contact sports
- Your absence is caused through failing to follow the University's health and safety regulations

FLEXIBLE WORKING POLICY**Scope:**

This policy affects all permanent working colleagues, regardless of tenure.

Summary:

The laws that cover flexible working in the UK changed on 6th April 2024, meaning that how we manage flexible working requests in the Harlow campus will require change. Any requests received before this date which have not reached conclusion will continue to be considered under our previous policy.

There are various different types of flexible working that can be considered when making a request. The UK workforce is becoming increasingly diverse and includes a high percentage of those with caring responsibilities, as well as those whose interests and aspirations impact on their time. We therefore appreciate that standard or established working hours are, in many cases, incompatible with increasing demand for a better work-life balance. We also recognise the importance of helping employees balance their work and home lives by offering flexible working arrangements.

Throughout all this, staffing levels must at all times remain in line with the demands of the business.

Types of Flexible Working:

The policy considers the following options as types of flexible working, but we recognise that there may be other alternatives not detailed below and that the working pattern that may suit any particular individual could be a unique one involving a combination of options:

- job-sharing
- part-time working
- annualised hours
- compressed hours
- flexitime
- term-time working
- swapping hours
- working from home
- career breaks
- flexible shift working.

The business need

Although the University is committed to providing the widest possible range of working patterns for its workforce, both management and employees need to be realistic and recognise that the full range of flexible working options will not be appropriate for all jobs across all areas of the business.

Where an instance of flexible working is requested, we will take into account a number of criteria including (but not limited to):

- the cost of the proposed arrangement
- the effect of the proposed arrangement on service
- the level of supervision that the post-holder requires
- the structure of the department and staff resources
- other issues specific to the individual's department
- an analysis of the tasks specific to the role, including their frequency and duration

Eligibility

Employees in all areas and levels of the University will be considered for flexible working regardless of their age, sex, sexual orientation, race, religion or belief, pregnancy, marital/civil partnership status, gender reassignment, or disability. However, there is no automatic right for employees to change to any of the flexible working patterns. Each application will be considered on its own merits save for where it is made as a reasonable adjustment under disability legislation in which case it will be considered under the rules applying to our duty under those laws.

Right to request flexible working

You are entitled to make a statutory request for flexible working from the first day of your employment. You can make a maximum of two statutory flexible working requests during any 12-month period. A request cannot be made until any previous request has been concluded in full.

While it is the University's policy to be flexible on working patterns for all its employees, in order to ensure that we are complying with our legal obligations concerning the right to request flexible working, there may be situations where precedence has to be given to those who are eligible for this right.

The application

You can get an application form to complete from the General Manager in order to make a request.

For clarity, the application you submit must:

- be made in writing and state that it is such an application
- state whether you have made a previous application under this procedure and, if so, when
- specify the change applied for and the date on which it is proposed the change should take effect
- be dated.

The application must also state whether you are requesting the variation as a reasonable adjustment under the disability discrimination provisions of the Equality Act 2010.

SHORTAGE OF WORK

In exceptional circumstances, where there is a temporary shortage of work or a downturn in business, MUN UK Ltd may need to consider alternative arrangements to avoid redundancies. These may include:

- **Lay-offs:** A temporary situation where employees are not provided with work and are not paid (other than statutory guarantee pay), but remain employed.
- **Short-time working:** A temporary reduction in employees' working hours and pay.

These measures will only be used as a last resort, and the University will:

- Seek to consult with affected employees in advance.
- Explore alternatives where possible, including redeployment or voluntary measures.
- Follow all relevant legal obligations, including providing statutory guarantee pay (where applicable).
- Employees will be kept fully informed, and any changes to contractual terms will be made in consultation with staff and in line with employment law.

Statutory Guarantee Pay:

If you are laid off and entitled under law, you may receive **Statutory Guarantee Pay (SGP)** for up to 5 workdays in any 3-month period. The current SGP rate will be communicated at the time of implementation and reviewed in line with statutory updates.

If the period of lay-off or short-time working extends beyond legally permitted thresholds, you may be entitled to request redundancy. Full details will be provided in such cases.

PROCEDURE FOR DEALING WITH AN APPLICATION

Consultation on your application

The University may consult with you as part of a discussion following receipt of the application, unless we notify you in writing of agreement to the variation. The consultation will include exploration of alternative arrangements that may be acceptable to you if we are unable to agree to the exact variation requested.

Notice of decision

Once a decision has been made we will notify you of the outcome. Where our decision is to agree to the application, the notice will specify the contract variation agreed to and state the date on which the variation is to take effect. Where the decision is to refuse the application, the notice will state which of the specified grounds for refusal are considered to apply, with an explanation of why those grounds apply in relation to the application, and set out the appeal procedure.

Right of appeal

You may appeal against the University's decision to refuse an application. The notice of appeal must be in writing, setting out the grounds for appeal and be dated.

We will discuss the appeal with you once the grounds for appeal are received, unless we give you written notification that the original decision has been overturned and specify the variation which has now been agreed and the date on which it will take effect.

After the appeal meeting has been held, we will give you written, dated notice of the decision on the appeal. Where we uphold the appeal, the notice will specify the contract variation agreed to and state the date on which it is to take effect. Where our decision to reject the application remains, the notice will state the grounds for the decision and contain a sufficient explanation as to why those grounds apply.

Acceptance of variation

Where we accept your application, it will mean a permanent variation of your contract, unless we agree otherwise. This means that once a change has been made, there is no right for you to revert back to your previous terms and conditions. Further requests will count towards the maximum amount permitted in any 12-month period.

Timescale

We will deal with and conclude your application for flexible working within two months of the date of the application, unless we both agree on an extension in which case, we will confirm this in writing.

Accompaniment

At any meetings held to discuss the application, including any appeal meetings, you can be accompanied by a colleague of your choice.

Conflicting requests

Where conflicting requests for flexible working are received from employees, the University may require a compromise to be found so that all requests may be accommodated albeit on different terms as those set out in each request. If no compromise is achievable after consultation with the employees involved, the University may use a random selection method to determine the granting of individual requests.

Withdrawal of application by employee

The University will treat an application as withdrawn under the statutory provisions where you:

- notify us, orally or in writing, that you are withdrawing the application
- without reasonable cause, fail to attend a meeting to discuss your application or an appeal meeting more than once.

The University will confirm the withdrawal of the application to you in writing unless you have already provided written notice of the withdrawal.

MATERNITY POLICY & PAY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

Policy statement

At Memorial University (MUN UK LTD) we endeavour to ensure all women are given support and encouragement before, during, and on their return to work from maternity leave.

We aim to ensure that the employee's duties are adequately covered during maternity leave and that an effective dialogue is implemented at all stages so that employees feel fully informed about their entitlements and the process to follow.

All employees taking maternity leave are covered by this policy, including those on part-time contracts.

Definitions

The following terms are used within this policy:

EWC: The expected week of childbirth is the week, beginning on the Sunday, during which the baby's birth is expected.

MATB1: The maternity certificate, or form, which is provided to confirm a pregnancy and confirm the expected week of childbirth

Qualifying week: The 15th week before the expected week of childbirth

Notification requirements

Please notify us as soon as possible of your pregnancy to enable us to ensure that, where appropriate, any reasonable steps are taken to safeguard the safety of yourself and your unborn child and that you are not subject to any unnecessary risks at work.

To qualify for maternity leave we require that you provide us with written notification by the qualifying week, or as soon as reasonably practicable after this, of the following information:

- your pregnancy
- your EWC, and
- the date you wish to start your ordinary maternity leave period, which can be any time from the 11th week before the EWC.

There is a form you can use to provide this information which is available, please contact your Line Manager for this resource.

You should also give your MATB1 to your Line Manager. You will normally be provided with this at around the 20-week stage.

Once you have notified your Line Manager of your intended start date of ordinary maternity leave, we will confirm, in writing, the date that we expect you to return to work after additional maternity leave has ended. This confirmation will be sent to you within 28 days of your notification.

An informal meeting will then be arranged with your Line Manager or the General Manager to discuss your entitlements and the University processes involved. The meeting will include discussions on the following points:

- the amount of leave you can take and the payment arrangements
- the information that we will need from you to process your maternity leave
- time off for ante-natal appointments
- risk assessments to ensure your role does not pose a risk to your, or your baby's, health and safety
- your right to return after maternity leave to the same or a similar role
- the opportunity to request flexible working and how a request should be made.

In order to ensure good communication and a smooth transition in the time leading up to maternity leave, and during the leave itself, you will be informed of the arrangements for covering your work and also for remaining in contact whilst you are on leave.

We would like to keep you fully informed of any news or developments at work during your leave and we will continue to send you University newsletters and information on social events etc, if you agree. We will also keep you informed of any recruitment exercises undertaken during your absence should they affect you.

Health and safety

So that we may assess any potential risk that your role poses to your health and safety, and the health and safety of your baby, you must notify the General Manager as soon as you are aware that you are pregnant. A Health and Safety Risk Assessment will be undertaken and action taken to eliminate any risk.

This may include making adjustments to your role or, if no adjustments can be identified that will reduce or remove the risk, you will be offered a suitable alternative role for the duration of your pregnancy. In the event that alternative work cannot be found, we reserve the right to place you on suspension on full pay until you are no longer at risk. If necessary where a risk remains, these arrangements will continue for a period of six months after the birth of your child.

Please speak with your Line Manager immediately if you are worried about your own health and safety at any time.

Time off for ante-natal care

You are entitled to paid time off during normal working hours to receive ante-natal care. Ante-natal care can include medical examinations, relaxation classes and parent-craft classes as advised by a medical practitioner. Time off will be provided for any time spent travelling to and from these appointments, including any waiting time.

Other than for the first appointment, you may be asked to provide an appointment card to your Line Manager to confirm the details of the appointment.

You will receive full pay for the time taken to attend these appointments.

Length of maternity leave

Subject to meeting the notification requirements set out above, you are entitled to 52 weeks' maternity leave in total, broken down as follows:

- 26 weeks' ordinary maternity leave (OML), including a 2-week period of compulsory maternity leave (or 4 weeks for factory workers)
- 26 weeks' additional maternity leave (AML) that starts immediately after OML.

Unless you notify us that you wish to take a shorter period, the University will automatically assume you are taking your full entitlement to 52 weeks, and will write to you to confirm your expected return date.

During periods of OML and AML, you remain entitled to receive your normal contractual terms and conditions of employment that you would have received had you not taken this leave, with the exception of remuneration. This will include contractual benefits, subject to the terms of these benefits.

Commencing maternity leave

You can start maternity leave at any time from the beginning of the 11th week before the EWC until the date of birth. You are required to inform us of the date you intend to start leave however you may change this date so long as you provide at least 28 days' notice of this change. Any application for a date change should be made in writing to the General Manager.

Compulsory maternity leave commences on the day after the childbirth occurs. Its purpose is to ensure that you have at least a two-week period of leave after the birth of your baby.

There are two incidences in which the maternity leave period is triggered automatically:

- Where childbirth occurs before the OML would otherwise commence. If this occurs, please notify us, in writing as soon as is reasonably practicable after the birth, of the date on which you gave birth. Your maternity leave period will begin automatically on the day following the date of the birth.
- Where you are absent from work, wholly or partly due to your pregnancy, after the beginning of the fourth week before the EWC. If this occurs, please notify us, in writing as soon as is reasonably practicable, that your absence from work is wholly or partly due to your pregnancy and the start date of this absence. In these circumstances, the University may require that your maternity leave period begins on the day following the first day of such absence.

Once you have notified your Line Manager that your OML period has been triggered due to premature absence or premature childbirth, we will confirm, in writing, the date that we expect you to return to work after the AML period has ended. This confirmation will be sent to you within 28 days of your notification.

Shared parental leave

You may be entitled to take shared parental leave and you should refer to our shared parental leave policy for further information on entitlements, eligibility and notice requirements.

Maternity pay

Dependent upon your length of service, you may be entitled to receive statutory maternity pay (SMP). If you do not qualify for such a payment, you may, dependent upon your circumstances, be eligible to receive state maternity allowance. In these circumstances, we will provide you with the form SMP1 within seven days of determining that you do not qualify.

You will qualify for SMP if you meet the following criteria:

- you have been continuously employed with us for at least 26 weeks by the qualifying week
- your average weekly earnings are not less than the lower earnings limit relevant for national insurance purposes
- you are still pregnant at the 11th week before the EWC or have given birth by that time and
- you have complied with the relevant notification requirements.

The period for which SMP may be paid is called the maternity pay period. The maternity pay period may start at any time from the start of the 11th week before the EWC and can continue for up to 39 weeks, even if you do not intend to return to work.

Payment will be made at the rate of 90 per cent of your average earnings for the first six weeks' of leave and then up to 33 weeks' at the Standard Rate of SMP or 90 per cent of your average weekly earnings (whichever is lower).

Your normal weekly earnings are calculated based on an average of your gross earnings for national insurance during the 'relevant period'. This will include, for example, any payments relating to overtime, commission, and bonuses. The 'relevant period' is the period ending on the last normal pay day before the qualifying week and starting with the normal pay day which is at least eight weeks earlier. The exact calculation of weekly earnings will depend on whether you are paid monthly, weekly or at other intervals. Further advice on how your normal weekly earnings will be calculated can be obtained from our Payroll department.

Where your gross earnings are increased by a pay rise, and this increase takes effect from the start of the relevant period and before the end of the AML period, this increase will result in a recalculation of your SMP. As a result of this recalculation, you may be entitled to a retrospective increase or may subsequently qualify to receive SMP.

Keeping in touch (KIT) days

You may, by mutual agreement, work for up to 10 days during your maternity leave period (but not during the compulsory maternity leave period) without losing statutory payments for that week, or ending your entitlement to leave. Payment for KIT days will be discussed and agreed in advance of these being worked.

For this purpose any work carried out on any day, even just an hour's work, is deemed to constitute "a day's work". Any days' work done under this provision will not have the effect of extending the total duration of the maternity leave period.

Stillbirth and miscarriage

If you experience a miscarriage before 24 weeks of pregnancy, you will no longer be entitled to take maternity leave. It is anticipated that an employee may need some time off work in these circumstances and this will usually be taken as sick leave, during which the University's sickness absence policy will apply.

If you suffer a stillbirth after 24 weeks of pregnancy, your entitlement to maternity leave and pay will not be affected and you will still be able to take the time off, and receive pay, as planned.

From 6 April 2020, parental bereavement leave is also available for employees who suffer a stillbirth. You can read more information on this entitlement in our separate policy on Parental Bereavement Leave.

Holidays

You will continue to accrue holidays whilst you are on maternity leave. As these holidays cannot be taken whilst you are on maternity leave, it is important for us to discuss and agree the arrangements for the taking of these holidays.

Long-term disability insurance

Long-term disability insurance will continue throughout maternity leave based on current eligibility.

Returning to work

If you return to work at the end of your OML period, you are entitled to return to the same job, with the same terms and conditions, in which you were employed before your absence.

If you return to work after a period of AML, you are entitled to return to the same job in which you were employed before your absence. Where this is not reasonably practicable, you will be entitled to return to a suitable and appropriate job on terms that are no less favourable.

If you are made redundant during maternity leave, you will be offered a suitable alternative role.

Unless you state otherwise, it will be automatically assumed that you will return to work at the end of your full 52 week leave period. So that we may make effective plans for your return, we would be grateful if you would contact us shortly before your return. However, there is no obligation on you to do so unless you wish to change the date of your return, in which case you must give us eight weeks' notice.

If you qualify for shared parental leave and wish to return early from maternity leave for this purpose, you must also give us eight weeks' notice. You can find more information on this in our shared parental leave policy.

You may be invited to attend an informal meeting with the General Manager in order to discuss any arrangements regarding your return to work. This is likely to take place approximately two weeks before your return. The following points will be discussed at this meeting:

- any developments that have taken place at work
- any appropriate training to take place
- any flexible working arrangements which have been agreed.

If you decide that you do not wish to return to work after your maternity leave, you are required to give us notice of your resignation. Your notice period to resign is set out in your contract of employment. Where you choose to resign without returning to work, the University will require repayment of any contractual maternity pay in excess of your statutory entitlement that you have received during maternity leave.

If you are unable to return on the agreed date due to sickness, please inform your Line Manager immediately.

Flexible working

We recognise that women returning from maternity leave may wish to reduce their working hours or undertake homeworking.

We will make every effort to accommodate requests for part-time working, provided that your duties can still be effectively carried out on such a basis. However, we must also take into account the needs of the business when assessing and granting any requests.

Any flexible working request should be made in line with the process set out in the flexible working policy.

Grievances related to maternity rights

The University's grievance procedure may be used in the event that you are dissatisfied with any decision made in respect of your maternity rights.

ADOPTION POLICY & PAY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

Policy statement

This policy sets out the University's entitlements for employees who are adopting a child, including notification requirements and rights to time off work.

If you are matched for adoption with a child, you may be entitled to either adoption leave or paternity leave. One parent cannot take both periods of leave, and it is up to you and your partner to decide who is the main adopter and so will take adoption leave. The main adopter's partner may be entitled to take paternity leave. You may also wish to refer to our Paternity Leave policy.

Main adopters are entitled to a total of 52 weeks' leave. We have set out below all of your rights and obligations should you be matched for adoption. We would ask that you notify us as soon as possible of your situation so that we can ensure you are fully aware of all your entitlements and obligations.

Time off for adoption appointments

You are entitled to time off to attend adoption appointments in the period between notification of a match and the date of placement. For single adopters or the main adopter in a joint adoption, you are entitled to paid time off to attend up to five appointments, with a maximum of six and a half hours per appointment. The adopter's partner in a joint adoption will be entitled to unpaid time off to attend up to two appointments.

Where the time is paid, you will be paid at your normal hourly rate for this time.

If the main adopter's partner wishes to attend more than two adoption appointments, they should speak to their line manager who will consider the request at their discretion.

Notification requirements

In order to take time off for adoption appointments, the University may require employees to provide confirmation of the following to your Line Manager:

- that they would like to take time off and state whether this will be the paid or unpaid entitlement
- the date and time of the appointment
- that the appointment has been arranged by or at the request of the adoption agency.

Eligibility

You are entitled to adoption leave from the commencement of employment. Adoption leave is not available in circumstances where a child is not newly matched for adoption, for example when a step-parent is adopting a partner's child/children. You must have notified the adoption agency of agreement to the placement and of agreement to the date of the placement.

Only one period of leave is available irrespective of whether more than one child is placed for adoption as part of the same arrangement. However, if an additional child is adopted at a later date as a separate agreement then you could qualify again for a separate period of adoption leave.

Ordinary and additional adoption leave

Adoption leave is divided into two categories, 'ordinary' and 'additional'. Each is for 26 weeks, with additional leave following on from ordinary adoption leave, giving 52 weeks' leave in total. If you are eligible for ordinary adoption leave you will also qualify automatically for additional adoption leave.

During additional adoption leave the employment contract continues and you are entitled to the benefit of your normal terms and conditions of employment, except wages or salary (unless your contract of employment provides otherwise). However, in the majority of cases, you will be entitled to Statutory Adoption Pay during some of this period.

Commencement of adoption leave

You can choose to start your adoption leave on the date of the child's placement (whether this is earlier or later than was expected), or on a predetermined fixed date no earlier than 14 days before the expected date of placement and no later than the date of placement. Adoption leave can start on any day of the week.

Notification requirements

You are required to give us notice, in writing, of your intention to take adoption leave within seven days of being notified by the adoption agency that you have been matched with a child, unless this is not reasonably practicable. The notice must specify:

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

You should provide the "matching certificate" from the adoption agency. The certificate will include basic information on matching and expected placement dates.

You are able to change your mind about the date on which you want your adoption leave to start providing you inform us at least 28 days in advance, unless this is not reasonably practicable.

We will write to you to notify you of the date on which you are expected to return to work if the full entitlement to adoption leave is taken, within 28 days of the date on which you notified us of your intention to take leave, or, if you have varied the date originally chosen to start adoption leave, within 28 days of the date on which adoption leave began.

Returning to work

If you are returning to work at the end of additional adoption leave, you should simply present yourself for work at the end of that period.

If you intend to return to work before the end of your additional adoption leave, you must give us at least eight weeks' notice of the date on which you intend to return. If you do not give us eight weeks' notice, we may postpone your return to a date ensuring that there has been eight weeks' notice.

Shortly before your return to work, we will be in touch with you to arrange an informal meeting with the General Manager. The aim of this meeting is to discuss your return and to ensure it is as smooth a transition back to work as possible.

You have the right to return:

- with your seniority, pension rights and similar rights
- on terms and conditions no less favourable than those which would have applied if you had not been absent.

You will not be subject to any detriment by the University because you took or sought to take adoption leave.

Keeping in Touch days

You can work for up to 10 days during your adoption leave period without losing statutory payments for that week, or ending your entitlement to leave.

For this purpose any work carried out on any day, even just an hour's work, is deemed to constitute "a day's work". Any days' work done under this provision will not have the effect of extending the total duration of the adoption leave period.

You will be paid at your normal rate of pay for a KIT day.

Adoption pay

Dependent upon your length of service, you may be entitled to statutory adoption pay (SAP). If you qualify for SAP this will be paid for the first six weeks at 90% of your normal weekly earnings in the eight week period up to the date of notification of a match, with the remainder paid at the earnings related limit or the statutory rate, whichever is lower. SAP will be paid in the same way as your wages would be paid if you were not on leave. If you do not qualify for such a payment, you may, dependent upon your circumstances, be eligible to receive allowances from the appropriate government departments.

Shared parental leave and pay

You may be entitled to opt in to shared parental leave, sharing up to 50 weeks of leave and up to 37 weeks of pay (subject to availability). If you think you would like to take shared parental leave instead of adoption leave, please ask us for more information.

Surrogacy and adoption rights

If you are an intended parent in a surrogacy arrangement who intends to apply for, or has already applied for, a Parental Order you may be entitled to either adoption leave and pay or paternity leave and pay. One parent cannot claim entitlement to both periods of leave and pay, and it is up to you to decide which you wish to claim (subject to eligibility).

You will be entitled to take unpaid time off to accompany the surrogate mother to up to two antenatal appointments, of up to six and a half hours per appointment.

You are entitled to adoption leave from the start date of your employment. This will be for a total of 52 weeks, split in to two periods of "ordinary" and "additional" adoption leave of 26 weeks each.

You are required to give us notice, in writing, of your entitlement to take adoption leave by the 15th week before the expected week of birth. You must also notify us of the actual date of birth as soon as is reasonably practicable after birth.

You should provide documentary evidence - a statutory declaration. This document will state that you have obtained, applied for or intend to apply for a Parental Order in respect of the surrogate child and, where not received, this is expected to be made.

If you have begun a period of adoption leave in respect of a child before approval of a Parental Order, and you are subsequently notified that the application is refused, your adoption leave period will end eight weeks after the week of that notification or the end of the adoption leave period, if that is earlier.

Dependent upon your length of service, you may be entitled to Statutory Adoption Pay (SAP). If you qualify for SAP this will be paid for the first six weeks at 90% of your normal weekly earnings in the eight week period leading up to the end of the 15th week before the baby is due to be born, with the remainder paid at the earnings related limit or the statutory rate, whichever is lower. SAP will be paid in the same way as your wages would be paid if you were not on leave. If you do not qualify for such a payment, you may, dependent upon your circumstances, be eligible to receive allowances from the appropriate government departments.

Dual approved prospective adopters and adoption leave

If you are a dual approved prospective adopter, a local authority foster parent who has a child placed with you with an expectation to adopt that child in accordance with section 22C of the Children Act 1989, you may be entitled to either adoption leave and pay or paternity leave and pay. One parent cannot claim entitlement to both periods of leave and pay, and it is up to you to decide which you wish to claim (subject to eligibility).

You are entitled to adoption leave from the start date of your employment. This will be for a total of 52 weeks, split in to two periods of "ordinary" and "additional" adoption leave of 26 weeks each.

Only one period of leave is available irrespective of whether you go on to adopt the same child or children placed with you under section 22C. However, if an additional child is placed with you under section 22C at a later date as a separate agreement then you could qualify again for a separate period of adoption leave.

You can choose to start your adoption leave on the date of the child's placement (whether this is earlier or later than was expected), or on a predetermined fixed date up to two weeks before the placement of the child and no later than the date of placement. Adoption leave can start on any day of the week.

You are required to give us notice, in writing, of your intention to take adoption leave within seven days of being notified of the child's placement by the local authority in accordance with section 22C, unless this is not reasonably practicable. The notice must specify:

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

If you have begun a period of adoption leave in respect of a child placed with you under section 22C, and this placement does not proceed to a formal adoption, your adoption leave period will end eight weeks after the child is removed or the end of the adoption leave period, if that is earlier.

Dependent upon your length of service, you may be entitled to Statutory Adoption Pay (SAP). If you qualify for SAP this will be paid for the first six weeks at 90% of your normal weekly earnings in the eight week period leading up to the date of notification, with the remainder paid at the earnings related limit or the statutory rate, whichever is lower. SAP will be paid in the same way as your wages would be paid if you were not on leave. If you do not qualify for such a payment, you may, dependent upon your circumstances, be eligible to receive allowances from the appropriate government departments.

PARENT LEAVE POLICY & PAY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

This policy sets out the University's stance on providing parental leave to its employees who are both natural parents and adoptive parents. Parental leave is available to eligible employees who wish to take time off work to spend with their child, for example, to accompany the child

during a planned stay in hospital, or to go on holiday with the child. Statutory parental leave is unpaid leave.

Entitlement

You must meet certain eligibility criteria in order to take statutory parental leave, as follows:

- you must have at least one year's continuous employment with the University counted from the date that parental leave would start
- you have or expect to have parental responsibility for the child
- your child is under 18 years of age
- you take the leave before your child's 18th birthday
- you provide the University with evidence of eligibility when requested.

The following evidence may be requested from you in order to assess your eligibility for parental leave:

- that you have or expect to have parental responsibility for the child in relation to whom leave will be taken
- the child's date of birth (in respect of natural parents)
- the date of adoption placement (in respect of adoptive parents)
- the child's entitlement to Disability Living Allowance (if appropriate) to permit you to take leave in blocks of one day rather than one week.

Length of leave

Eligible employees will be entitled to take a total of 18 weeks' leave in relation to each child until the child is 18 years of age. No more than four weeks can be taken in relation to each child in one year.

A year is defined as a period of 12 months beginning on the date on which the employee first, or more recently, became entitled to take parental leave in respect of the child in question and each successive period of 12 months beginning on the anniversary of that date.

Save for in relation to a disabled child in which case leave may be taken in blocks of one day, part of a week counts as a week so that if a full time employee takes three days' parental leave and then returns to work, one week is taken away from the 18 weeks.

Procedure

You must give a minimum notice period of 21 days before the leave is due to start and you must give notice of the exact day on which you wish leave to start and end. In the case of fathers who want to take parental leave straight after a baby is born, or prospective adoptive parents who want to take parental leave straight after a child is placed with them for adoption, 21 days' notice of the expected week of childbirth or the expected week of adoption must be given.

When the University receives notice of intention to take parental leave, we may ask for evidence of eligibility as set out above.

The University reserves the right to postpone a period of parental leave if we believe the operation of the business will be unduly disrupted by the employee's absence. Leave will not be postponed where it is to be taken on the birth of a child or on the placement of a child for adoption. Where leave is to be postponed, we will discuss the reasons for the postponement with you and confirm in writing the newly agreed dates of leave. Leave will not be postponed for a period longer than six months from the start date of the leave originally requested.

Before taking parental leave

Shortly after we have received a notification from you that you wish to take parental leave, a meeting will be arranged between you and your Line Manager. The purpose of this meeting is to discuss:

- your entitlement to parental leave
- the requirements to give appropriate notice
- arrangements to cover your duties in your absence
- your right to return to work
- opportunities for flexible working
- the nature of any appropriate contact during parental leave
- the fact that parental leave is unpaid.

During parental leave

Your normal terms and conditions will apply during parental leave except for in relation to pay. Specifically:

- your implied obligation of good faith
- notice periods for termination of employment
- disclosure of confidential information
- acceptance of gifts
- whether you are participating in any other business
- disciplinary and grievance procedures
- redundancy pay.

We will make arrangements for your duties to be covered for the duration of your leave. We would like to be able to keep you up to date with any developments at work that may affect you or any social events that occur.

Returning to work

Employees returning after an isolated period of parental leave lasting four weeks or less, or after a period of parental leave lasting four weeks or less which consecutively followed another period of statutory leave which did not include any period of additional maternity leave, or additional adoption leave, are entitled to return to the job in which he/she was employed before the absence.

Employees returning to work after a period of parental leave lasting more than four weeks, or after a period of parental leave lasting four weeks or less, which did consecutively follow a period of additional maternity leave or additional adoption leave, are entitled to return from leave to the job in which he/she was employed before the absence or, if that is not reasonably practicable, to another job which is both suitable and appropriate for him/her in the circumstances.

Return to the same job will mean that seniority, pension rights and similar rights are not affected. Terms and conditions will not less favourable than those which would have been applied if you had not been absent.

NEONATAL CARE LEAVE AND PAY POLICY

Scope:

This policy applies to employees with parental responsibility for a baby admitted to neonatal care following birth on or after 6 April 2025.

Purpose:

To support parents during difficult circumstances when a newborn requires neonatal care. This leave allows parents to be present and involved in their child's care without the loss of income or job security.

Eligibility Criteria:

Employees may qualify for neonatal care leave and statutory neonatal care pay if:

- Their baby is admitted to neonatal care within 28 days of birth.
- The neonatal care lasts at least 7 continuous days.

- The employee has a qualifying parental relationship (e.g. biological parent, adoptive parent, intended parent through surrogacy).

Entitlement:

- Up to **12 weeks' leave**, in addition to other leave entitlements (e.g. maternity, paternity, adoption leave).
- Leave can be taken in one block or in periods of a week.
- The leave must be taken within 68 weeks of the child's birth.
- The amount of **neonatal care pay** will be set at the **statutory rate**, subject to eligibility requirements (e.g. continuous service and earnings thresholds).

Notice Requirements:

- Employees should notify their Line Manager **as soon as reasonably practicable**, ideally providing the expected start date and duration of leave.
- Evidence of neonatal care (such as a hospital letter) may be requested.

Impact on Other Leave:

- Neonatal care leave is **in addition to** maternity, paternity, and shared parental leave.
- It does **not reduce** statutory entitlements to other types of leave.

Contractual Rights and Benefits:

- Employees will continue to accrue annual leave and retain all contractual benefits (excluding pay unless stated) during neonatal care leave.

Returning to Work:

- Employees have the right to return to the same or a suitable alternative role, on no less favourable terms.

Abuse of Policy:

- Any misuse of this leave may result in disciplinary action.

TIME OFF FOR DEPENDENTS POLICY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

Purpose

All UK based employees have a statutory right to take a reasonable amount of time off work to deal with emergencies involving their dependants from day one of their employment. This policy sets out the University's stance on permitting employees to take time off for this purpose whilst ensuring the University's operations are not unduly affected. The term 'dependant' is prescribed in law and replicated in this policy. The policy also sets out areas of flexibility that the University may adopt in order to support employees. Employees will not be subject to detriment for taking time off for dependants.

Employees who use time off for dependants for reasons other than that for which the statutory right is intended may be subject to disciplinary proceedings.

Entitlement

You are entitled to take a reasonable (see below) amount of unpaid time off to take action in relation to unforeseen events involving a dependant, defined as follows:

- spouse/civil partner
- child
- parent
- person who lives in the same household but is not a tenant, lodger, boarder or employee

- those who reasonably rely on you for the provision of care or for assistance if they fall ill. This could be, for example, an elderly neighbour.

It is not possible to define what a reasonable amount of time is because this will depend on the specific circumstances in question. The same event may require varying amounts of time off for different people, or even the same person if it happens more than once on different occasions. The right to time off extends only to that needed to make arrangements in the event of an emergency. Therefore, it is anticipated that no more than one or two days will be appropriate on each occasion. Arrangements to cover any time off needed in excess of this as a result of an emergency will need to be discussed with your line manager.

Events covered by this policy

An unforeseen emergency, for the purposes of this policy, can cover various events in an employee's life, for example:

- to help when a dependant falls ill, gives birth or is injured or assaulted (including mental illness or injury)
- to make arrangements for the provision of care for a dependant who is ill or injured
- when a dependant dies
- to cope with the unexpected breakdown of arrangements for caring for a dependant (such as a nursing home or nursery closing unexpectedly or a childminder or carer not turning up), and
- to deal with an incident involving a child of the employee which occurs unexpectedly during school hours or in circumstances where the school has responsibility for the child (for example, if the child is injured on a school trip or suspended from school).

Time off for emergencies not involving a dependant e.g. a flood at home, is not covered by this policy, or you need time off for situations you knew about beforehand e.g. taking your child to hospital for an appointment (although you may be entitled to parental leave instead). If you need time off in these circumstances you should speak to your line manager who will seek to agree alternative arrangements for time off with you.

Pay for time off

There is no legal obligation on the University to pay employees for time off for dependants so time off for this purpose will be unpaid.

Notification

As soon as is reasonably practicable, you must contact your line manager to inform them of your need to take time off for dependants. If you are in work at the time the need arises, you must make reasonable efforts to inform your line manager in person of the need to leave work. If your line manager cannot be located, you should contact the General Manager. If you are out of work when the need to take time off arises, you should notify your line manager by telephone or, in exceptional circumstances where a telephone call is not appropriate, by email.

The reason for your absence/the need to leave and the expected duration must be provided. Failure to do this may result in disciplinary action being taken against you. Your line manager may ask you for evidence of the need to take time off.

If notification is not made as required then the absence may not be categorised as time off for dependants and consequently, where appropriate, disciplinary proceedings may be instigated against you.

CARER'S LEAVE POLICY

Scope:

This policy applies to all permanent employees, regardless of tenure.

Policy Statement:

From 6 April 2024, employees in the UK have a statutory right to unpaid carer's leave. This leave allows eligible employees to take time off work to provide or arrange care for a dependant with a long-term care need.

Entitlement:

Employees are entitled to **one week (five working days) of unpaid carer's leave** in each rolling 12-month period. This entitlement is separate from and in addition to other types of leave, such as time off for dependants or parental leave.

Eligibility:

To be eligible, the employee must be providing or arranging care for a dependant who has a **long-term care need**, defined as:

- A condition that is likely to require care for more than three months.
- A disability as defined in the Equality Act 2010.
- Care needs related to old age.

A **dependant** includes a spouse, civil partner, child, parent, or anyone who reasonably relies on the employee for care.

Notice Requirements:

Employees should give **at least three days' notice** in writing where reasonably practicable, specifying:

- The intended dates of leave.
- The relationship to the dependant.
- The reason for the leave, without needing to disclose personal medical details.

Taking Leave:

Carer's leave may be taken in full days or half-days and does not have to be taken consecutively. The University reserves the right to request reasonable evidence of eligibility, such as a care appointment letter or supporting documentation.

Pay During Leave:

This leave is **unpaid**, but employees may request to use annual leave or other forms of leave (e.g. TOIL) as an alternative where appropriate.

Abuse of Leave:

Any misuse of this entitlement may result in disciplinary action.

OTHER POLICIES

Employees should read our policies on Parental Bereavement Leave and Compassionate Leave which also offer entitlements in respect of the death of a dependant.

Employees who wish to make a request for parental leave to care for a child should read our Parental Leave Policy.

HOLIDAY POLICY**Scope:**

This policy applies to all permanent employees, regardless of length of service.

It outlines your entitlement to annual leave and the process for requesting it. Under the Working Time Regulations 1998, full-time employees are entitled to 5.6 weeks (or 28 days) of paid annual

leave per leave year, unless a higher entitlement is agreed by the Company. This includes public holidays. For part-time employees, leave is calculated on a pro rata basis.

THOSE WHO HAVE STARTED FROM 1ST OCTOBER 2025 WILL AUTOMATICALLY BE ENTITLED TO 33 DAYS HOLIDAY PER YEAR, INCLUDING BANK HOLIDAYS). EMPLOYEES WHO STARTED WITH THE UNIVERSITY PRIOR TO THIS WILL HAVE A DIFFERENT ENTITLEMENT. PLEASE REFER TO YOUR EMPLOYMENT CONTRACT FOR THIS DATA.

Authorisation and holiday year

All leave must be pre-authorised by the University. Taking leave without authorisation may be considered a gross misconduct offence. Taking leave despite a declined request will be considered a gross misconduct offence. Gross misconduct offences may result in dismissal without notice. Further rules on booking leave from work are given below.

The University's holiday year runs from 1st April to 31st March

Booking leave

You must give notice of your request to take leave. Applications should be made to your Line Manager via BrightHR.

The following notice periods for leave requests apply.

Period of leave requested	Period of notice required
A week or more (five days or more)	4 Weeks
Less than a week (one to four days)	2 Weeks

Your Line Manager will review your request via BrightHR, which will notify the you to confirm whether your request has been granted.

You should not make any firm travel or accommodation arrangements, etc until you have received written confirmation that your request for leave has been granted. There may be circumstances where the University cannot grant the request, such as operational/staffing requirements. The University is not liable for any loss incurred, such as lost deposits, etc, where those costs and commitments have been made prior to receiving confirmation.

There may be more requests than usual for leave that coincides with school holidays/half-terms, due to the number of employees with children of school age. The University will make every effort to accept as many of these requests as possible but has to have regard to its operations and ensuring there is sufficient cover for all work to be undertaken, considerations which sometimes need to take priority over granting leave requests.

We understand that unexpected events can arise that mean you have to change your plans, which can have a knock-on effect for your booked leave. Requests to cancel pre-booked annual leave should be made in writing to General Manager giving as much notice as possible. Whilst we will always try to accommodate the needs of our employees, it is sometimes necessary to balance the needs of the business as a whole against those of individual employees, including the considerations of arrangements that have already been made to cover your work during that time.

Operational requirements

The University may reasonably require an employee to take annual leave without prior notification for reasons which will be explained to the employee at the time.

The University operates an entire shutdown each year between 27th – 31st December and requires all employees to take annual leave to cover this period of time. This period is not in addition to annual leave entitlement, so you need to retain sufficient annual leave to cover this period. It is

the employee's responsibility to ensure that sufficient annual leave entitlement remains each year to take during this period. You who do not have sufficient entitlement remaining should speak to your line manager about other available options.

Public holidays

Due to the needs of the business, it may be necessary for an employee to work on a public holiday. Where this happens, you will be entitled to take a day's leave at another time in the leave year to be agreed with the line manager in accordance with business needs.

HOLIDAY PAY

During annual leave, you will receive your normal pay. This is based on your contractual salary.

New starters and pre-booked leave

During the recruitment process, candidates may be asked whether they have any leave booked that would take place after commencement of employment. If the individual is recruited, the University will normally allow such leave to be taken.

The rules on accrual of annual leave may mean that you have not, at the time that leave is to be taken, accrued such length of leave to cover your holiday. In this case, your line manager will agree with you how any time off in excess of accrued leave will be covered.

It is policy not to permit leave within the first 2 months of commencement of employment unless leave was pre-booked before employment commenced.

Holidays and sickness

The normal sickness notification procedures will apply when you are on leave and wish to reallocate the period of leave as sickness. Where such notification is received, the University may permit those days to be classed as sick days and equivalent time off taken as paid leave later in the leave year provided the leave falls within the statutory minimum entitlement. The days on which the leave is to be taken must be agreed with the University.

If you are on an overseas holiday when you fall sick, you should contact the University as soon as reasonably practicable.

Family leave

You may be entitled to either maternity, paternity, adoption or shared parental leave, or other such leave in relation to your family/dependants. Family leave is in addition to the employee's annual leave.

Annual leave will continue to accrue during periods of family leave and, as part of a pre-leave meeting that will be arranged between you and your line manager, a discussion will take place covering the taking of annual leave around family leave.

Untaken annual leave

The University encourages you to use all of your leave entitlement each year so that you have the opportunity to rest. You will be given reasonable opportunity to take your leave and you should ensure you take at least four weeks' annual leave in each leave year.

Ordinarily, untaken leave cannot be carried forward into the next leave year and will be lost. Approval must be sought from the General Manager if you wish to carry forward any annual leave into the next leave year. The General Manager has sole discretion to permit or decline this, subject to the provisions on sickness below.

Ordinarily, the University will not permit payment in lieu of annual leave unless exceptional circumstances apply. In every case, payment in lieu of the statutory minimum entitlement will not be permitted.

Untaken leave due to sickness absence

If sickness means that you cannot take your full leave entitlement in a leave year, you may be able to carry forward some of the leave. This is usually limited to a maximum of two weeks' leave, minus any leave already taken (including public holidays) and can be carried forward up to a maximum of 12 months following the end of the leave year in which it was accrued.

Untaken leave due to family leave

If you are absent due to either maternity, paternity, shared parental, parental bereavement, adoption or parental leave, any leave accrued in an annual leave year that has not been taken due to your absence on this type of leave will be carried over into the next annual leave year.

Termination of employment

When employment terminates part way through a leave year, your leave entitlement will be recalculated on a *pro rata* basis. This will determine the amount of leave you would be entitled to, for the period of service during the leave year.

Any outstanding leave accrued but untaken will be paid to you in your final pay. This is subject to the right of the University for you to take your outstanding leave during your notice period. Otherwise, the amount due for outstanding leave will be added to your final pay.

If you have exceeded your *pro rata* entitlement to holidays at the time you leave your employment, this will be classed as an overpayment and an amount to cover this will be deducted from your final pay, subject to the maximum that your final pay permits.

DISCIPLINARY POLICY

Scope:

This policy affects all permanent working colleagues, regardless of tenure. Those on temporary contracts / or consultancy agreements may follow a different procedure.

Policy and purpose

The University is committed to treating all staff fairly and equitably and to helping employees to perform effectively. However, there will be occasions when it may be necessary to invoke disciplinary procedures. Should the need arise, the employee will be given the opportunity to improve throughout the stages of the procedure.

When work falls below an acceptable standard, help will be given to the employee to improve. If standards of work continue to fall and there is a necessity for action, it will automatically begin with a pre-disciplinary informal discussion. Similarly, when an employee's behaviour is potentially inappropriate and unacceptable, it will mean the initiation of a pre-disciplinary informal discussion or the disciplinary procedure, depending on the severity.

If disciplinary action should become necessary, each case will be treated consistently and fairly, and the disciplinary procedure will be observed at all steps. The employee will be given the opportunity to provide their version of events, and any extenuating circumstances will be considered. An employee's rights will be upheld at all times, and employees will have the right to:

- know the case against him/her
- reply
- due consideration of their case
- be accompanied
- appeal.

This policy is adopted on a non-contractual basis and therefore does not make up part of employees' contractual terms and conditions.

Investigation

Prior to taking the decision to invoke the disciplinary procedure, the University will ensure that a thorough investigation is carried out. This is a fact-finding process and may necessitate the gathering of detailed information as well as the carrying out of formal interviews, taking of written statements, etc.

A proper investigation is an integral part of the disciplinary process. In cases involving potential gross misconduct, the University may consider temporarily removing an employee from their normal duties. This may include suspension on full contractual pay. However, suspension is not a disciplinary sanction, and does not imply guilt or assumption of wrongdoing.

In line with current ACAS recommendations, the University will always explore reasonable alternatives to suspension before making such a decision. These may include:

- Temporary reassignment to another department.
- Working from a different location or from home.
- Adjusted duties or reduced client/public interaction.

Where suspension is deemed the only appropriate option, the employee will receive written confirmation outlining the reason, duration (subject to review), and contact details. The situation will be kept under regular review and lifted as soon as appropriate.

Informal pre-disciplinary discussion

Where appropriate, prior to using the formal aspects of the University's disciplinary procedure, a pre-disciplinary discussion will be held with the employee.

Minor misconduct, poor performance or minor breaches of rules will normally result in an informal warning being given by the direct line manager. This will not be recorded in writing. If that approach is not successful, the University is likely to escalate it to the formal disciplinary procedure.

The disciplinary procedure

This procedure will be used in cases of a breach of the rules or poor performance that have not been remedied by an informal warning. Normally, the procedure will follow the steps listed below, although it is acceptable to move directly to steps two or three if a case is sufficiently serious.

From the first formal step of the disciplinary procedure, there will be the presence of the direct line manager in conjunction with another member of the management team. Employees have the option to have a work colleague or trade union representative present.

At each step in the procedure, a disciplinary meeting will be held where all the facts will be considered and any mitigating circumstances discussed. Where a warning is issued, a copy will be placed in the employee's personnel file for the specified period. All warnings issued under this procedure will state clearly that the employee will be liable for further disciplinary action should their performance not improve or should there be a further breach of University rules. In the event of no further misconduct occurring and the performance improving, the warning will be removed and the employee's file will be clear. The employee will also be advised of their right to appeal against the decision to take disciplinary action.

The steps in the disciplinary procedure are as follows:

First written warning (step one)

A first written warning will be applied where the matters of concern are substantiated. A record of the first written warning will be given to the employee and a copy will be retained on the personnel file for 12 months unless there is repetition within this period. In exceptional circumstances, the University may retain the record for a longer period if part of a continuing pattern of misconduct.

Final written warning (step two)

A final written warning will be applied where the matters of concern are substantiated. A record of the final written warning will be given to the employee and a copy will be retained on the personnel file for 12 months unless there is repetition within this period. In exceptional circumstances, the University may retain the record for a longer period if part of a continuing pattern of misconduct. The employee will be informed that further misconduct within the specified period may result in their dismissal.

Validity Periods of Warnings

Disciplinary warnings will normally remain live on the employee's record for the following periods:

- **Formal verbal warning:** active for 3 months from the date of issue.
- **Written warning:** active for 12 months from the date of issue.
- **Final written warning:** active for 12 months from the date of issue.

After this time, warnings will normally be disregarded for future disciplinary purposes, except where part of a pattern of ongoing concerns. In exceptional cases (e.g. safeguarding or legal obligations), the University may retain a record for longer, but such information will not normally influence future disciplinary action.

Serious Misconduct

In cases of serious misconduct, where the nature of the conduct is more severe than minor breaches but not sufficient to constitute gross misconduct, the University may issue a final written warning as a first formal step, bypassing the first written warning stage.

In situations involving gross misconduct, where dismissal would normally be considered, the University reserves the right to issue a final written warning instead, where mitigating circumstances are present. This could include factors such as long service, previous good conduct, remorse, or personal circumstances.

The decision to issue a final written warning rather than dismissal will be made on a case-by-case basis, and the reasoning will be clearly communicated to the employee in writing.

Dismissal or action short of dismissal (step three)

An employee will be dismissed if they have failed to improve during the previous steps. In the event of a gross misconduct allegation, the University may enter the process at step three and dismissal for first offence may occur. Alternatively to dismissal, the University may decide that suspension without pay, transfer or demotion are appropriate sanctions.

Gross misconduct

The following offences will be viewed by the University as gross misconduct:

- unauthorised use of the University's assets and equipment
- insubordination eg refusal to carry out duties or obey reasonable instructions, except where employee safety may reasonably be in jeopardy
- intentional sexual harassment, harassment, bullying or violent, dangerous or intimidatory conduct
- serious breach of rules, policies or procedures, especially those designed to ensure safe operation
- divulging or misusing confidential information

- theft or fraud
- possession or consumption of alcohol or drugs, or intoxication by reason of alcohol or drugs, which could affect work performance in any way or have an impact on other employees
- unauthorised or inappropriate use of email, internet and/or computer systems
- falsification of any University records including reports, accounts, expenses claims or self-certification forms
- bringing unauthorised person(s) onto University premises.

This list of examples is not exhaustive or exclusive, and offences of a similar nature will be dealt with under this procedure. Gross misconduct will result in the initiation or escalation of the University disciplinary procedure, and may result in immediate dismissal without notice or pay in lieu of notice.

Appeals

At every step, the employee has the right to appeal in writing. In all cases of dismissal or demotion, the President will be considered as the final arbiter. If you wish to appeal you should do so in writing within 10 working days of the decision. You will be invited to attend an appeal hearing, after which a decision will be made on whether the disciplinary sanction is to be upheld or overturned. The decision of the appeal panel will be final.

Third parties

We reserve the right to engage an independent third party to assist at any stage of the disciplinary procedure.

Any decision to terminate employment during this period will still be subject to a review of the facts and a right to respond, but a formal staged process may not be followed. The University will ensure all dismissals are lawful and appropriate.

CAPABILITY PROCEDURE

The University is committed to supporting staff in achieving satisfactory levels of performance. This procedure outlines the steps to be taken when an employee's performance does not meet expected standards due to capability rather than conduct.

Initial Informal Support

The line manager will meet with the employee to:

- Identify specific areas of concern.
- Understand any underlying reasons for underperformance (e.g. lack of training, health, personal issues).
- Provide constructive feedback and agree on reasonable goals for improvement.
- Offer appropriate support, such as mentoring, coaching, or training.

A follow-up meeting will be arranged to review progress. Most issues can be resolved informally through early support and regular communication.

Formal Capability Process

If there is insufficient improvement after informal steps:

- A formal meeting will be convened with the employee, giving reasonable notice and the opportunity to be accompanied.
- A Performance Improvement Plan (PIP) may be implemented, setting clear objectives, timeframes, and support mechanisms.
- Progress will be reviewed regularly.

Further formal action may include:

- Extension of the review period.
- Re-deployment (where appropriate and available).
- Dismissal on grounds of capability, as a last resort.

Right of Appeal

Employees have the right to appeal against any formal capability decision. Appeals must be submitted in writing within 10 working days of the decision, clearly stating the grounds for appeal.

Appeals should be directed to the General Manager. If the General Manager was directly involved in the original decision, the appeal will be referred to the Chair of the Board of Directors to ensure impartiality.

Short Service Clause

Where an employee has less than two years' continuous service, the University may apply a shortened process. While support will still be offered, the full formal procedure may not be followed if dismissal is considered, particularly where it is clear that performance is unlikely to reach the required standard

GRIEVANCE POLICY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

The purpose of this policy is to provide employees with a readily accessible procedure for addressing any problems or concerns they may have at work. This procedure should not replace normal employee-manager dialogue. However, where such informal dialogue has failed to resolve an issue of concern, then an employee may utilise this procedure in an effort to have an issue resolved to their satisfaction.

It is accepted that when people work together there will inevitably be situations where misunderstandings, problems or concerns need to be resolved. It is the policy of the University that a culture of good communication, openness and a willingness to co-operate and listen will exist. Therefore, it is envisaged that the majority of these issues or misunderstandings will be capable of being addressed informally in an efficient and effective manner. However, where such issues are unresolved they may become grievances. Employees are encouraged to seek resolution of an issue by utilising this procedure.

At each grievance meeting held under the formal procedure, the employee has a right to be accompanied by a colleague or a trade union official.

The grievance procedure should not be used to lodge appeals against disciplinary sanctions. The University's disciplinary procedure contains sufficient mechanisms for dealing with an employee's dissatisfaction with a disciplinary sanction applied to them.

The University reserves the right to engage external third-party assistance at any stage of the grievance process. In addition, a representative from the University's HR department may be present at some formal grievance hearings.

This procedure does not constitute contractual terms and conditions. The University reserves the right to amend any provision of this procedure subsequent to appropriate consultation.

Acas Code of Practice: Disciplinary and Grievance Procedures

This policy fully incorporates the provisions of the Acas code.

Procedure

In order to provide an effective and timely resolution of employee concerns, the following procedure will be followed to ensure that employee complaints or problems receive full and careful attention.

Reasonable adjustments will be made to the procedure for disabled employees. Any employee who experiences difficulty with the procedure for any reason should seek assistance from the HR department.

Informal discussion

Employees are encouraged to approach their line manager in the first instance to discuss issues and attempt to informally resolve them. Informal discussion can frequently solve problems without the need for written record. Employees should receive an outcome within 10 working days, however if the line manager should determine this is not possible, the reasons for this and estimated length of delay will be communicated to the employee.

If an employee is dissatisfied with the outcome, they may invoke the formal grievance procedure.

Formal procedure

Initiating the grievance procedure

The employee should raise the grievance in writing with their line manager. This should explain the nature and extent of the grievance and indicate the outcome the employee is looking for.

If the employee's grievance relates to concerns regarding their line manager, the employee should contact the HR department for an alternative manager to whom their grievance can be raised.

If the nature of the employee's grievance is such that the employee would not feel comfortable raising it with their line manager due to the proximity in which they work, the employee may contact the University's Canadian-based HR department for an alternative manager to whom their grievance can be raised.

Concerns regarding any matter which would fall within the scope of legislation on public interest disclosures (otherwise known as whistleblowing) must be under the whistleblowing policy.

Grievance hearing

A meeting will be arranged between the line manager and the employee. A minute taker will also be present. The employee may be accompanied by a fellow colleague or trade union official. The meeting will be held to discuss the grievance in detail and the employee should take any documents or evidence they have regarding the grievance to the meeting.

The line manager will complete a full investigation into the matter. This may involve holding investigation meetings with witnesses, requiring witness statements to be produced and reviewing written evidence.

A decision will be taken by the line manager following the investigation and the grievance will be responded to, in writing, within 20 working days of the meeting being held, however if the grievance chair should determine this is not possible, the reasons for this and estimated length of delay will be communicated to the employee. The employee will be informed of actions to take if they wish to appeal the outcome.

Minutes of the meeting will be taken and copies will be made available to the employee. A copy of the minutes will be stored by the HR department.

Appeal

Where the employee is dissatisfied with the outcome of the grievance, the matter will progress to be heard by an employee senior to the grievance chair as an appeal hearing. The employee should write to the appeal chair setting out the reasons for their dissatisfaction. The appeal will involve the same procedural steps as the grievance and the outcome will be provided to the employee within 10 working days of the appeal being held, however if the appeal chair should determine this is not possible, the reasons for this and estimated length of delay will be communicated to the employee.

There will be no further stage of appeal. The decision on the grievance will be final.

Simultaneous grievance and disciplinary matters

The University will make a decision on how to progress matters when an employee raises a grievance about a disciplinary procedure involving them. Acas guidance suggests that disciplinary hearings may be suspended for a short duration while the grievance is investigated. The University will assess the exact nature of the grievance and will have the final say over suspension of a disciplinary procedure.

Extending timescales under the procedure

The timescales outlined in this procedure will be adhered to whenever this is reasonably practicable. There may be extenuating circumstances that are outside of either parties' control, for example, where a key witness is unavailable or the grievance requires extensive investigation.

Where it is not reasonably practicable to adhere to the deadlines, both parties will discuss any extension to the timelines.

Mediation

The University reserve the right to seek assistance from external mediators at any stage in the grievance procedure. Where both parties agree to undertake mediation, the grievance process will be suspended whilst this is ongoing.

Protection against detriment

Nothing in this procedure is intended to prevent the employee from raising any concerns they have. Employees who raise concerns under this procedure will not be subject to any detrimental or less favourable treatment as a result of doing so.

Where the grievance is made with malicious intent, the employee will be subject to the University's disciplinary procedure.

Ex-employees

Should a grievance be raised by an employee leaving the University, where possible the grievance procedure will be concluded whilst they remain in employment. If it is not possible to conclude the process prior to their exit from the business, then it may be necessary to modify the procedure to complete it.

Should an ex-employee raise a grievance under this procedure, the University reserves the right to modify the procedure outlined above. This includes, but is not limited to, providing a written response.

HARASSMENT & BULLYING POLICY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

We recognise that harassment and victimisation is unlawful under the Equality Act 2010. As such, harassment or victimisation on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation is unacceptable and will not be tolerated.

Personal harassment takes many forms ranging from tasteless jokes and abusive remarks to

pestering for sexual favours, threatening behaviour and actual physical abuse. For the purposes of this policy, it also includes bullying.

Bullying is understood to be targeted and persistent offensive, intimidating, malicious or insulting behaviour and can include the abuse or misuse of power to undermine, humiliate, denigrate or injure the recipient.

Whatever form it takes, personal harassment is always taken seriously and is totally unacceptable.

We recognise that personal harassment can exist in the workplace, as well as outside, and that this can seriously affect employees' working lives by interfering with their job performance or by creating a stressful, intimidating and unpleasant working environment.

We deplore all forms of personal harassment and seek to ensure that the working environment is sympathetic to all our employees. The aim of this policy is to inform employees of the type of behaviour that is unacceptable and provide employees who are the victims of personal harassment with a means of redress.

This policy covers all areas of the University's University.

We recognise that we have a duty to implement this policy and all employees are expected to comply with it. We will also endeavour to review this policy at regular intervals in order to monitor its effectiveness.

Examples of personal harassment

Personal harassment takes many forms and employees may not always realise that their behaviour constitutes harassment. Personal harassment is unwanted behaviour by one employee towards another and examples of harassment include:

- insensitive jokes and pranks
- lewd or abusive comments
- deliberate exclusion from conversations
- displaying abusive or offensive writing or material
- abusive, threatening or insulting words or behaviour
- name-calling
- picking on someone or setting them up to fail
- exclusion or victimisation
- undermining their contribution/position
- demanding a greater work output than is reasonably feasible
- blocking promotion or other development/advancement.

These examples are not exhaustive and disciplinary action at the appropriate level will be taken against employees committing any form of personal harassment.

Examples of sexual harassment

Sexual harassment can take place in many forms within the workplace and can go undetected for a period of time where employees do not understand that particular behaviour is classed as sexual harassment. Sexual harassment is unwanted behaviour related to sex, or of a sexual nature, by one employee towards another and examples of sexual harassment include:

- lewd or abusive comments of a sexual nature such as regarding an individual's appearance or body
- unwelcome touching of a sexual nature
- displaying sexually suggestive or sexually offensive writing or material
- asking questions of a sexual nature
- sexual propositions or advances, whether made in writing or verbally.

Sexual harassment can also take place where an employee is treated less favourably because

they have rejected, or submitted to, the unwanted conduct that is related to sex or is of a sexual nature. Whether less favourable treatment occurs as a result will be examined broadly and includes areas such as blocking promotion and refusal of training opportunities or other development opportunities.

Examples of victimisation

Victimisation takes place when an employee is treated unfavourably as a direct result of raising a genuine complaint of discrimination or harassment. Furthermore, any employee who supports or assists another employee to raise a complaint is also subjected to victimisation if they are treated unfavourably.

Third party harassment

The University operates a zero tolerance policy in relation to harassment perpetrated against one of its employees by a third party, such as a client/customer or visitor to the University. All employees are encouraged to report any and all instances of harassment that involve a third party in line with our reporting procedure, as outlined below.

If we find that the allegation is well-founded, we will take steps we deem necessary in order to remedy this complaint. This can include, but is not limited to:

- warning the individual about the inappropriate nature of their behaviour
- banning the individual from University premises
- reporting the individual's actions to the police.

In addition to this, the University will endeavour to take all reasonable steps to deter and prevent any form of harassment from third parties taking place.

Responsibilities

Employee responsibilities

The University requires its employees to behave appropriately and professional at all times during the working day, and this may extend to events outside of working hours which are classed as work-related such as social events. Employees should not engage in discriminatory, harassing or aggressive behaviour towards any other person at any time.

Any form of harassment or victimisation may lead to disciplinary action up to and including dismissal if it is committed:

- in a work situation
- during any situation related to work, such as a social event
- against a colleague or other person connected to the employer outside of a work situation, including on social media
- against anyone outside of a work situation where the incident is relevant to their suitability to carry out the role.

A breach of this policy by an employee will be treated as a disciplinary manner.

Employer responsibilities

The University will be responsible for ensuring all members of staff, including seniors and those within management positions, understand the rules and policies relating to the prevention of harassing and bullying behaviour at work and during work-related social events. We will promote a professional and positive workplace whereby managers are alert and proactively identify areas of risk and incidents of harassment, sexual harassment and bullying.

We will also take into account aggravating factors, such as abuse of power over a more junior colleague, when deciding what disciplinary action to take.

Where an incident is witness, or a complaint is made under this policy, the University will take prompt action to deal with this matter. All incidents will be deemed serious and dealt within in a

sensitive and confidential manner.

COMPLAINING ABOUT HARASSMENT AND/OR BULLYING

Informal method

We recognise that complaints of personal harassment, and particularly of sexual harassment, can sometimes be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory responsibility for you) as a confidential helper.

If you are the victim of minor harassment you should make it clear to the harasser on an informal basis that their behaviour is unwelcome and ask the harasser to stop. If you feel unable to do this verbally then you should hand a written request to the harasser, and your confidential helper can assist you in this.

Formal method

Where the informal approach fails or if the harassment is more serious, you should bring the matter to the attention of the General Manager as a formal written grievance and again your confidential helper can assist you in this. If possible, you should keep notes of the harassment so that the written complaint can include:

- the name of the alleged harasser
- the nature of the alleged harassment
- the dates and times when the alleged harassment occurred
- the names of any witnesses
- any action already taken by you to stop the alleged harassment.

If the complaint involves the General Manager, you may escalate the matter to the Chair of the Board of Directors.

Where it is not possible to make the formal complaint to the above named person, for example where they are the alleged harasser, we would encourage you to raise your complaint to the General Manager.

On receipt of a formal complaint we will take action to separate you from the alleged harasser to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged harasser to another work area or suspension with contractual pay until the matter has been resolved.

On conclusion of the investigation, which will normally be within 10 working days of the meeting with you, a report of the findings will be submitted to the manager who will hold the grievance meeting.

You will be invited to attend a meeting, at a reasonable time and location, to discuss the matter once the person hearing the grievance has had opportunity to read the report. You have the right to be accompanied at such a meeting by a colleague and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.

You will be able to put your case forward at the meeting and the manager will explain the outcome of the investigation. You have a right to appeal the outcome, which is to be made to the Chair of the Board of Directors within 10 working days of receiving the outcome.

If the decision is that the allegation is well founded, the harasser will be liable to disciplinary action in accordance with our disciplinary procedure up to and including dismissal.

The University is committed to ensuring employees are not discouraged from using this procedure and no employee will be victimised for having brought a legitimate complaint.

SEXUAL HARASSMENT POLICY

Scope:

We seek to ensure that the working environment is safe and supportive to all those who work for us. This policy applies to all employees, contractors, volunteers, agency workers, and anyone else engaged in work-related activities on behalf of MUN UK Ltd.

Purpose:

To affirm MUN UK Ltd's zero-tolerance approach to sexual harassment and ensure compliance with the Worker Protection (Amendment of Equality Act 2010) Act 2023. From 26 October 2024, employers are legally required to take proactive steps to prevent sexual harassment in the workplace.

Overview:

All members of staff are entitled to be treated with dignity and respect in our place of work. This means freedom from sexual harassment, feeling safe and supported and having access to redress if such behaviour does arise.

Sexual harassment takes many forms, but whatever form it takes it is unlawful under the Equality Act 2010 (EqA) as amended. It will not be tolerated.

The law requires employers to take reasonable steps to prevent sexual harassment of their workers. We take action to prevent sexual harassment from occurring and have clear reporting procedures for our staff to make a complaint about sexual harassment. If you have been sexually harassed, or you have witnessed sexual harassment, we encourage you to tell us so that we can deal with the matter swiftly. Our reporting procedure is set out below.

The General Manager has overall responsibility for the operation of this policy at the campus, but may delegate elements of implementation or decision-making as needed. Our managers will maintain an open-door policy and we encourage all staff to come forward with any concerns in relation to sexual harassment. All our staff have a responsibility to behave in line with the requirements of this policy.

Instances of sexual harassment or victimisation may lead to disciplinary action up to, and including, termination of employment.

This policy is reviewed regularly to ensure it remains up to date and in order to monitor its effectiveness. Any changes required will be implemented and communicated to our workforce.

What Is Sexual Harassment?

Sexual harassment is unwanted conduct of a sexual nature which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person. It also covers treating someone less favourably because they have submitted to, or refused to submit to, unwanted conduct of a sexual nature or in relation to gender reassignment or sex.

Sexual harassment may be committed by a fellow worker, an agent of an organisation, or a third party. It does not need to occur in person. It can occur via digital means, including social media sites or channels (eg WhatsApp). Someone may be sexually harassed even if they were not the target of the behaviour. Examples of sexual harassment include, but are not limited to:

- sexual comments or jokes, which may be referred to as "banter"
- displaying sexually graphic pictures, posters or photos
- suggestive looks, staring or leering
- propositions and sexual advances
- making promises in return for sexual favours

- sexual gestures
- intrusive questions about a person's private or sex life or a person discussing their own sex life
- sexual posts or contact in online communications, including on social media
- spreading sexual rumours about a person
- sending sexually explicit emails, text messages or messages via other social media
- unwelcome touching, hugging, massaging or kissing

Victimisation is subjecting someone to detriment because they have done, are suspected of doing, or intend to do, an act which is protected under discrimination and harassment laws. These are outlined below. It is not necessary for the person to have done the protected act in order for detrimental treatment to be considered as victimisation.

The protected acts are:

- making a claim or complaint under the EqA (eg for discrimination or harassment)
- helping someone else to make a claim by giving evidence or information in connection with proceedings under the EqA
- making an allegation that someone has breached the EqA
- doing anything else in connection with the EqA.

Examples of victimisation may include:

- failing to consider someone for promotion because they have previously made a sexual harassment complaint
- dismissing someone because they accompanied a colleague to a meeting about a sexual harassment complaint
- excluding someone from work meetings because they gave evidence as a witness for another employee as part of an employment tribunal claim about harassment.

Circumstances which Are Covered

This policy covers behaviour which occurs in the following situations:

- an interaction occurring during your working hours in the course of your work
- an interaction occurring outside of the normal workplace or normal working hours which is related to work, eg a working lunch, a business trip or social functions
- an interaction occurring outside the course of your work but involving a colleague or other person connected to the Organisation, including on social media
- an interaction occurring outside the course of your work and against any other person where the incident is relevant to your suitability to carry out the role.

What to do if You Are Subject to Sexual Harassment or Victimisation

We are committed to ensuring that there is no sexual harassment or victimisation in our workplace. Allegations of sexual harassment and victimisation will be treated as a disciplinary matter, although every situation will be considered on an individual basis and in accordance with the principles of our disciplinary procedures, a copy of which is available from [enter name or job title, eg senior manager].

Informal complaint

We recognise that complaints of sexual harassment or victimisation can be of a sensitive or intimate nature and that you may wish to raise the issue through our normal grievance procedure. In these circumstances, you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory responsibility for you) as a confidential helper. This person cannot be the same person who will be responsible for investigating the matter if it becomes a formal complaint.

If you experience sexual harassment and you feel comfortable to do so, you should make it clear to the harasser on an informal basis that their behaviour is unwelcome and ask the

harasser to stop. If you feel unable to do this verbally then you should hand a written request to the harasser and your confidential helper can assist you in this.

In addition, you may also choose to raise concerns during your regular communication with your manager, eg in a one-to-one meeting. Your manager will listen to you and take your concerns seriously if you do this and may encourage you to follow the reporting procedures set out below. If you don't have a one-to-one meeting scheduled with your manager, you can ask to meet with them to discuss any concerns that you may have.

Formal complaint

Where the informal approach fails or if the sexual harassment or victimisation is more serious, you should bring the matter to the attention of [enter name or job title, eg senior manager] as a formal written complaint and again your confidential helper can assist you in this.

If possible, you should keep notes of what happened so that the written complaint can include:

- the name of the alleged harasser
- the nature of the alleged harassment
- the dates and times when the alleged harassment occurred
- the names of any witnesses
- any action already taken by you to stop the alleged harassment.
-

On receipt of a formal complaint, we will take action to separate you from the alleged harasser to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged harasser to another work area or suspension with contractual pay until the matter has been resolved.

The person dealing with the complaint will invite you to attend a meeting, at a reasonable time and location, to discuss the matter and carry out a thorough investigation. The meeting will normally be held within five working days of receipt of your complaint. You have the right to be accompanied at such a meeting by your confidential helper or another work colleague of your choice and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence may be dealt with under the disciplinary procedure.

On conclusion of the investigation, which will normally be within 10 working days of the meeting with you, the decision of the investigator, detailing the findings, will be sent in writing to you. You have the right to appeal against the findings of the investigator. If you wish to appeal, you must inform [enter name or job title, eg senior manager] within five working days of receiving the outcome. You will then be invited to a further meeting. As far as reasonably practicable, the Organisation will be represented by a more senior manager than the manager who attended the first meeting (unless the most senior manager attended that meeting).

Following the appeal meeting, you will be informed of the final decision, normally within 10 working days, which will be confirmed in writing.

Regardless of the outcome of the procedure, we are committed to providing the support you may need. This may involve mediation between you and the other party or some other measure to manage the ongoing working relationship.

You will not be victimised for having brought a complaint.

What to do if You Witness Sexual Harassment or Victimisation

If you witness sexual harassment or victimisation, you are encouraged to take appropriate action to address it. You should not take any action that may put you at risk of sexual harassment or other harm. If you feel able, you should intervene to prevent the matter continuing. If you are not able to do this, your action may include offering support to the person

who has been sexually harassed and encouraging them to report the incident or reporting the incident yourself.

If reporting the incident, you should bring the matter to the attention of the General Manager in writing. Alternatively, you can report instances of sexual harassment by emailing the Canadian based HR team (emails will be available online).

Your concerns will be handled by a member of the HR team (who may be Canadian or UK specific) who will sensitively talk to the person subject to sexual harassment to determine how they want the matter to be handled.

Third-party Sexual Harassment

Third-party sexual harassment occurs when a member of our workforce is subjected to sexual harassment by someone who is not part of our workforce but who is encountered in connection with work. This includes our customers, suppliers, members of the public, self employed contractors, students or professors.

Third-party sexual harassment of our workforce is unlawful and will not be tolerated. The law requires employers to take steps to prevent sexual harassment by third parties and we are committed to doing so.

The law does not provide a mechanism for individuals to bring a claim of third-party harassment alone. However, failure for an employer to take reasonable steps to prevent third-party sexual harassment may result in legal liability in other types of claim.

In order to prevent third-party sexual harassment from occurring, we will:

- attach signage to the walls of the areas within the workplace where customers are present to warn that sexual harassment of our staff is not acceptable
- inform third parties (ie suppliers) of our zero-tolerance sexual harassment policy within our supplier documentation
- inform customers by recorded message at the beginning of telephone calls of our zero-tolerance policy on sexual harassment.

If you have been subjected to third-party sexual harassment, you are encouraged to report this as soon as possible to the General Manager. Should a client of the University sexually harass a member of our workforce, we will warn the client about their behaviour and potentially ban the client. Any criminal acts will be reported to the police.

We will not tolerate sexual harassment by any member of our workforce against a third party. Instances of sexual harassment of this kind may lead to disciplinary action, including termination of employment.

Disciplinary Action

If the decision is that the allegation of sexual harassment or victimisation is well founded, the harasser/victimiser will be liable to disciplinary action in accordance with our disciplinary procedure up to, and including, summary dismissal. An employee who receives a formal warning or who is dismissed for sexual harassment/victimisation may appeal by using our disciplinary appeal procedure.

When deciding on the level of disciplinary sanction to be applied, we will take into consideration any aggravating factors affecting the case. One example of aggravating factors is an abuse of power over a more junior colleague.

If, due to the investigation, it is concluded that your complaint is both untrue and has been brought with malicious intent, disciplinary action will be taken against you.

Training

We provide training to all our staff on sexual harassment to ensure there is a clear understanding of:

- what sexual harassment is, how it may occur and that it will not be tolerated
- expected levels of behaviour
- how they can report any incidents of having been sexually harassed or having witnessed it
- how acts of harassment will be dealt with under the disciplinary procedure, which can potentially result in dismissal.

We ensure that all levels of management are trained on implementing this policy, including preventing and managing sexual harassment in the workplace and the procedure to follow if an allegation is reported.

We will regularly review the effectiveness of our training.

We provide refresher training as appropriate.

ALCOHOL & DRUGS POLICY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

Alcohol and drug misuse can have an adverse effect not just on an individual but on their colleagues, customers and the public. Having a safe working environment, providing excellent customer service by maintaining productivity levels and avoiding days being lost to illness are all critical to our success.

The University requires all employees to comply with the alcohol and drugs. Breaches of the policy will be taken very seriously and may be dealt with under the University's disciplinary procedure.

For the purpose of this policy, the term 'drugs' means illegal substances (or legal substances which induce similar effects to legal drugs) or other substances, for example, solvents. Drug misuse also refers to the misuse of prescribed medication.

Policy

The University strongly discourages employees from drinking any alcohol or taking drugs prior to driving or reporting to work. Employees must not attend work, or perform their work duties, under the influence of alcohol or drugs under any circumstances.

Employees must not drink alcohol or take drugs during working time, or be under the influence of drugs or alcohol. Working time is any time between when an employee reports for work and the time they finish work and includes lunchtimes. It includes any period of call out whilst on standby duty or overtime working.

The use, possession, storage, transportation, promotion and/or sale of drugs or drug equipment is forbidden during working time, whether in the workplace or at another location on business.

Prescribed medication

The policy does not stop employees from using prescribed medication, over-the-counter medication or herbal remedies. However, medication such as tranquilizers, sleeping pills, painkillers, decongestants, cough suppressants, antihistamines (for treatment of hay fever or other allergies) and antidepressants can make people feel drowsy and may affect their work performance or the safety of themselves or others. If an employee is taking any medication they should:

- check the possible side effects with their doctor or pharmacist and
- let their line manager know, in confidence, that they are taking medication and the possible side effects. Their line manager will, if necessary, make alternative arrangements for them.

Assistance

If an employee comes forward voluntarily and seeks help for an alcohol or drug problem they will be given help and support by the University. If an employee thinks they have a problem and may be violating this policy as a result, the University strongly encourages them to come forward and seek help. The University will be sympathetic and ensure the employee gets the help and support they need which may include direction to external specialists. If an employee volunteers information to the University that they have an alcohol or drug problem they will be treated with dignity at all times.

Any discussions will be in the strictest of confidence.

The University recognises that employees may continue to struggle with alcohol or drug dependency even after they have sought and are receiving assistance. The University will make every effort to provide ongoing support to employees.

Absence

If employees are absent from work due to their attendance for treatment in relation to alcohol or drug abuse, that absence will be treated as normal sickness absence.

Formal procedures

Whilst the University will be sympathetic to employees who are experiencing difficulties with alcohol and drugs, it may be appropriate to implement a disciplinary or capability procedure as appropriate where conduct or performance is not satisfactory, which could result in termination of employment.

Criminal activity in the workplace involving drugs will, in every case, require the University to alert the police.

Work events

Some employees will, in the course of their duties, attend events with clients for the purpose of building and maintaining client relationships. It may be that, during some of these events, alcohol will be readily available. Employees at these events are permitted to drink alcohol but must not allow themselves to surpass reasonable levels, become intoxicated or allow their judgement to become impaired. This includes ceasing to drink alcohol when asked to by a manager where that manager reasonably believes that the employee is at risk of causing offence or harm to others, harm to themselves, reputational damage to the University and / or behaving in an unprofessional manner.

WHISTLEBLOWING POLICY**Scope:**

This policy affects all permanent working colleagues, regardless of tenure.

Policy Statement

The University recognises that incidents of workplace fraud and wrongdoing are on the increase. Therefore, it is committed to ensuring that any such malpractice is prevented and immediately dealt with if it should arise. Employees are encouraged to disclose ('blow the whistle on') any malpractice in the workplace of which they become aware. Employees will be protected against any detrimental treatment as a result of this disclosure if the information is disclosed in good faith and, in their reasonable belief, shows one or more of the following:

- that a criminal offence has been committed, is being committed or is likely to be committed
- that a person has failed, is failing or is likely to fail to comply with any legal obligation to which he/she is subject;
- that a miscarriage of justice has occurred, is occurring or is likely to occur;
- that the health and safety of an individual has been, is being or is likely to be endangered; or
- that the environment has been, is being, or is likely to be, damaged.

The University will make every effort to deal consistently with such disclosures in a fair, objective and discreet manner. Any employee who has concerns about malpractice within the workplace will not be punished or victimised for their disclosure of confidential information if made in good faith. Any subsequent victimisation or harassment for having raised legitimate concerns will be dealt with as serious or gross misconduct.

The policy will apply where a disclosure is made in good faith and where you reasonably believe that the information disclosed and any allegations contained in it are substantially true. If any disclosure is made in bad faith (for instance, in order to cause disruption within the University), concerns information which you do not substantially believe is true, or is made for personal gain, then such a disclosure may constitute gross misconduct for which summary dismissal is the sanction.

Procedure

The procedure is intended as a means of allowing all employees to raise concerns about malpractice in the workplace through a fair and discreet route. It is not necessary for the employee to prove the malpractice or misconduct that they are alleging, they may simply have a reasonable suspicion.

In the first instance you should discuss the matter with the General Manager who will try to resolve the matter promptly. The General Manager should ask you to put your concerns in writing if this is considered appropriate and will in all cases arrange a meeting with you to discuss your concerns fully with him/her and try to find a solution. You may be accompanied at the meeting. The General Manager may be accompanied by an assistant to take notes.

As soon as reasonably practicable after the meeting the General Manager will recommend what action should be taken. Such action may include one or more of the following:

- that the matter should be investigated internally;
- that the matter should be reported to the Police;
- that the matter should be reported to an appropriate public body;
- that you should be given the opportunity to seek redress through the University's Grievance Procedure.

The General Manager may recommend that no further action is taken if:

- he/she is satisfied that you do not have a reasonable belief that malpractice within the meaning of this procedure has occurred, is occurring or is likely to occur;
- he/she is not satisfied that you are acting in good faith;
- the matter concerned is already the subject of legal proceedings, or has already been referred to the Police or other public body;
- the matter is already, or has already been the subject of proceedings under one of the University's other procedures relating to employees.

Any recommendations made under this procedure will be made by the General Manager to the President & Board, unless it is alleged that any of these parties is involved in the alleged malpractice or unless there are no other reasonable grounds for doing so, in which case the recommendations will be made to another Director.

All recommendations will be made without revealing your identity except for the purposes of taking confidential legal advice from a professionally qualified lawyer.

The University will ensure that all the necessary steps are taken to implement the recommendations unless there are legitimate reasons for not doing so. Any decision not to implement the recommendations will be given in writing to you, together with the reasons for this.

Public Disclosure

If you are dissatisfied with the outcome of a decision based on this procedure you may raise the matter on a confidential basis directly with the Police, another public body or any other relevant external University. Before doing so you must inform your Line Manager.

You may also raise the matter publicly if you have reasonable grounds for believing that your Line Manager or any other person to whom you could report are or were involved in the alleged malpractice or that you will be subject to a detriment as a result of making the disclosure.

If you are dissatisfied with the decision or proposed action of your Line Manager, you may bring the matter up with a Director from the University Board. The Director may ask you to put your concerns in writing or to supply him/her with a copy of the written concerns previously given to your Line Manager.

The University will ensure that any matters that you raise are kept in complete confidence and are not disclosed to any other party without first consulting you. It is likely that you will be expected to attend a disciplinary or investigatory hearing as a witness. Appropriate steps will be taken to ensure that your working environment and/or working relationships are not prejudiced because of the disclosure.

If you reasonably believe that the relevant breach relates wholly or mainly to the conduct of a person other than a University employee or any other matter for which a person other than the University has legal responsibility then you should make that disclosure to that other person.

ETHICS POLICY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

Purpose

This policy outlines the University's ethical stance towards carrying out business and helps to communicate this to all employees of MUN UK.

This policy is applied in conjunction with the University's anti-bribery policy and the current employee handbook.

Definition

Ethical considerations affect the University's treatment and stance towards all employees, suppliers and customers.

The University has principles and ideals that it follows and upholds in all its interactions, whether internal or external. The University ensures through its management and employees that it adheres to these principles.

Any deliberate failures to comply with, or decisions to deliberately deviate from, the ethical principles of the University may trigger the need for disciplinary action to be taken.

Induction

During the standard University induction, the University's ethical stance is communicated to all employees. Responsibility for the provision of the induction programme rests with the line manager for the employee.

Training

To ensure that existing employees continue to understand and apply the principles of the University's ethical stance, laid out above, the HR department (UK or Canadian based) carry out periodic training sessions to ensure employees understand the ethical positions taken by the University on a wide range of subjects and areas and can apply these when carrying out their role.

Interactions with third parties, customers and suppliers

The key touch points outside the University should be governed by the ethical guidelines laid out above, as set out during induction and re-emphasised in training. Customer interactions should always apply the University's ethics practices, as should all dealings with suppliers and other third parties.

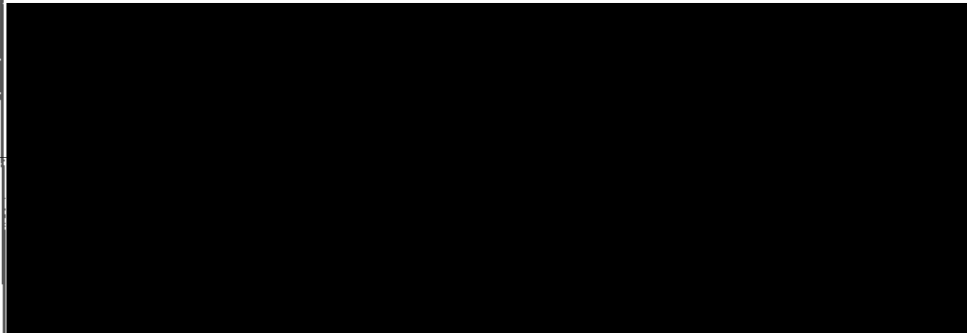
Product development

Internal research and development of new University products or services will take place in accordance with the University's ethical guidelines.

Communication

Any communication carried out by employees on behalf of the University or in order to carry out their job role must apply the University's ethical stance, as set out above.

s. 29 (1)(a)



EMAIL & INTERNET USE POLICY

Scope:

This policy affects all working colleagues, regardless of tenure and contractual status.

IT and communication plays an essential role in the conduct of our business. The IT infrastructure including e-mail and internet access have therefore significantly improved business operations and efficiencies.

This policy applies to all members of the University who use our or our clients' communications facilities, whether directors or consultants, full or part-time employees, contract staff or temporary staff. The parameters and restrictions are outlined below and you are required to read them carefully. The purpose of this policy is to define acceptable email and internet use within working time.

Policy

You must use our information technology and communications facilities sensibly, professionally, lawfully, consistently with your duties and in accordance with this policy and other University rules and procedures.

At all times employees must behave with honesty and integrity and respect the rights and privacy of others in relation to electronic communication and information.

Every employee will be given access to the intranet and/or internet as appropriate to their job needs. For those who do not have daily PC access occasional access will be arranged, as necessary, by management.

All PC/network access will be through passwords, and no individual is permitted onto the system using another employee's password. Employees are not permitted to share their password with anyone inside or outside the University. Individuals will be allowed to set their own passwords, and must change them as frequently as requested by the system set-up requirements.

All information relating to our clients/customers and our business operations is confidential. You must treat our paper-based and electronic information with utmost care.

Many aspects of communication are protected by intellectual property rights which can be infringed in a number of ways. Downloading, copying, possessing and distributing material from the internet may be an infringement of copyright or of other intellectual property rights.

Particular care must be taken when using e-mail as a means of communication because all expressions of fact, intention and opinion in an e-mail may bind you and/or the University and can be produced in court in the same way as other kinds of written statements.

Email use for personal purposes

Although our e-mail facilities are provided for the purposes of our business, we accept that you may occasionally want to use them for your own personal purposes.

Employees are not permitted to send personal emails during work time unless in the case of an urgent matter when you should seek the approval of your line manager before sending the email. Employees' work email addresses should not be used to send personal emails.

Employees may access their personal email accounts during break times. This is permitted on condition that all the procedures and rules set out in this policy, and the University's code of conduct, are complied with.

Internet use for personal purposes

Employees are not permitted to use the internet during work time for personal purposes unless in the case of an urgent matter when you should seek the approval of your line manager before use.

Employees may use the internet for personal purposes during break times. This is permitted on condition that all the procedures and rules set out in this policy, and the University's code of conduct, are complied with.

Unauthorised use of email and internet

The University will not tolerate use of email and internet for unofficial or inappropriate purposes, including:

- any messages that could constitute bullying, harassment or other detriment
- accessing social networking sites such as Facebook using University equipment or during work time
- on-line gambling
- accessing or transmitting pornography
- accessing other offensive, obscene or otherwise unacceptable material
- transmitting copyright information and/or any software available to the user
- posting confidential information about other employees, the University or its customers or suppliers.

Downloading of material

In order to prevent the introduction of virus contamination into the software system, the following must be observed:

- unauthorised software including public domain software, magazine cover disks/CDs or internet downloads must not be used and
- all software must be virus checked by the IT System Administrator using standard testing procedures before being used.

On-line blogs

It is not permitted for employees to contribute to on-line blogs during working hours, or using a computer belonging to the University. The following rules apply:

- personal blogs should contain a disclaimer that the views expressed on it are personal views of the author only
- you should not at any time make comments in a blog which bring the University into disrepute
- you should not reveal confidential University information, or information on clients/customers/suppliers etc
- you should not at any time make comments in a blog which amount to bullying, harassment or any other detriment towards other employees/contractors/suppliers/clients/customers or any other individual working in connection with us.

Storage of emails

Employees should ensure they regularly audit their emails in order to archive or delete those that contain information that is no longer required in order for the University to comply with its obligations under current data protection legislation.

University's website

Unless you are responsible for the upkeep of the University's website as part of your role, you are not permitted to add anything to the website without express permission of a manager.

Monitoring

The University is ultimately responsible for all business communications but subject to that will, so far as possible and appropriate, respect your privacy and autonomy. The University may monitor your business communications for business reasons.

Enforcement

Failure to comply with this policy may result in disciplinary action being taken against you. If there is anything in this policy that you do not understand, please discuss it with a member of management.

CONFLICT OF INTEREST POLICY

Scope:

This policy affects all permanent working colleagues, regardless of tenure.

Purpose

The relationship of the University and its employees is based on mutual trust. This policy sets out what actions should be taken in the event of a conflict of interest.

Definition

In general, an employee should refrain from allowing their personal and/or financial activities from coming into opposition with the interests and integrity of the University and thus placing it at a disadvantage.

Where this does happen is known as a conflict of interest. Conflicts of interest between an University and its employees can arise in many circumstances and it is not possible to provide a single definition. If, however, an employee is aware of a conflict of interest, they, as a matter of urgency, should raise the issue with their immediate manager so that corrective action may be taken before actual damage is done.

An example of a conflict of interest may be where an employee has a family member who uses the service.

Responsibilities

The responsibility for resolving any conflict of interest lies with the immediate manager — although it may later involve senior management.

Resolution

The University will attempt to resolve any conflicts of interest as fairly and as reasonably as possible.

One way this may be done (but not limited to this action) is by ensuring that client is dealt with by another employee, and not their family member.

If no resolution can be found, the final action to be taken will rest with senior management. If a conflict of interest is deliberately concealed by an employee or if no solution to one can be found, the University may invoke disciplinary action that could lead to the employee's dismissal.

PERSONAL RELATIONSHIPS AT WORK POLICY

Scope:

This policy affects all permanent or fixed term working colleagues, regardless of tenure.

Purpose of policy

We recognise that, from time to time, close personal relationships may develop between members of staff and/or customers/clients/suppliers etc.

Whilst the University realises that employees have a right to a private life and therefore does not discourage relationships between employees, such relationships can be troublesome where employees are unable to draw an important distinction between private and professional life.

This policy outlines the University's position on personal relationships between employees in order to ensure the University's interests are maintained at all times, whilst at the same time balancing the interests of employees. The policy places certain expectations on employees and their managers to ensure that no blurring of judgement or conflict of interest arises.

It also seeks to protect the University and any employees in order to avoid any allegations of improper professional behaviour.

This policy should be read in conjunction with the University's policies on:

- disciplinary procedures
- capability procedures
- grievance procedures
- conflict of interest
- code of conduct
- equal opportunities
- harassment and bullying.

Definitions

In the context of this policy, a personal relationship is defined as:

- a family connection or
- a romantic/sexual relationship.

This policy applies to all employees of the University. In relation to romantic/sexual partnerships, it applies to both opposite and same sex relationships.

Employees' responsibilities

In order to ensure potential conflicts of interest are avoided, employees are required to inform their line manager of any relationship which may affect their work or compromise the business in any way. Any such information will be treated in the strictest confidence. The University fully acknowledges the right of employees to privacy in their personal affairs.

The following points should be observed:

- where the relationship exists between a member of staff and their line manager, it is the responsibility of both to inform a more senior manager
- if an employee who is applying for a role in an area of the business in which an individual works with whom they have a personal relationship, this must be declared during the recruitment process to ensure a fair and impartial recruitment exercise
- professionalism must always be maintained both at the workplace and any work-related events which are attended by employees who have a personal relationship
- consistency of treatment is paramount and no preferential or unfavourable treatment of those in the relationship or any other person is permitted as a result of the relationship.

Managers' responsibilities

It is the responsibility of the manager of a team within which employees are in a personal relationship to take action to ensure the relationship is not the cause of a conflict of interest. Confidentiality must be maintained at all times if the employees do not wish their relationship to be disclosed. Specifically, the manager should:

- consider alternative roles when an employee applies for a role in the same team as their partner and valid concerns are raised regarding the feasibility of this arrangement. This may include consideration of an equivalent role in a different team
- take action where complaints are received from other team members if tensions are caused by the relationship, howsoever they may arise. This may include reorganising working patterns, moving one or both employees to another department or area of the University. Care should be taken in these circumstances not to make a decision on who is to be moved based on any discriminatory grounds. The manager should seek advice from the General Manager before confirming any moves
- report suspicions of fraudulent activity to the General Manager
- take advice from the General Manager in the event that a personal relationship breaks down in an attempt to avoid allegations of sexual harassment
- maintain an appropriate confidential record of personal relationships using Appendix 1 below.

Restricted activities

A more senior manager will be responsible for the conduct of operational matters when a personal relationship exists between a line manager and a person for whom the line manager has responsibility. These operational matters are, for example:

- dealing with any disciplinary or performance concerns, whether routine or caused by specific incidents
- signing off any hours worked above normal working hours
- authorising leave of any kind
- confirming any payment arrangements to be made
- involvement in reorganisation of the area of the business in which the employee work.

Annual leave requests

Annual leave requests from all employees will be dealt with consistently. The authorisation of any requests from partners in personal relationships to take time off at the same time will be made in consideration with the needs of the business at the time, in the same way as requests from other employees.

Policy breaches

The University will attempt to deal with any difficulties caused by personal relationships in the workplace in a sensitive manner and an informal method will always be used in the first instance. However, where this does not bring about a satisfactory resolution, recourse to formal procedures, such as the disciplinary or procedure, may be required.

The University may deem the following to be disciplinary offences:

- the failure of an employee to declare their relationship in accordance with this policy
- actions of a line manager who is in a personal relationship with an employee which are prohibited by this policy.
- Inappropriate and / or excessive use of the University's IT or telephony systems, including email and instant messaging, such as (but not limited to) Microsoft Teams, for personal communication between those involved in personal relationships at work
- The sharing of inappropriate content using the University's systems.
- Inappropriate physical interactions whilst working or on works premises or client's sites.
- Harassment of any kind, related or unrelated to a personal relationship and including but not limited to sexual harassment.

Employees who are subject to disciplinary action may lodge an appeal to any sanction applied that they are dissatisfied with.

Employees who feel they have been treated unfairly in some way in connection with a personal relationship may raise a grievance in line with the University's grievance procedure if initial attempts at an informal resolution have not produced a satisfactory outcome for them.

USEFUL NOTES

[illegible]

ACKNOWLEDGEMENT

I have received the Working Guide and I understand that it is my responsibility to read and comply with the terms and policies contained in it and any subsequent revisions to it.

Employee's name (printed)

Employee's signature

Date
