



# EMPLOYEE HANDBOOK

Edition 2021



**Dear Colleague,**

**We are delighted that you have chosen to join Glen Group**

We believe that if we treat you with respect and care, give you meaningful work, provide you with support and encouragement, you will come to work proud to do a good job for us.

As a privately-owned company we provide outsourced support and business critical services in cleaning to our clients across Great Britain.

**Glen Group** is a place where our genuine care for each other is important to us, as is our service commitment to our clients. We foster a work environment where diversity is valued, quality of life is important, and individuals are treated as individuals.

We have written this handbook for you to provide information about us and what you can expect from your time working for **Glen Group** and of course, what we expect of you.

Please do read, always bearing in mind that each of us has a personal responsibility for acting honourably and treating others with mutual respect - and if you have any questions please ask your manager.

Welcome to the Glen Family,

Regards

**Dave J Seaton**  
**Chairman**

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# 1. Welcome to Glen Group

## About Glen Group

Working across GB and soon to be N Ireland, we have offices in Bristol, Devon, Dorset, Gloucester and Cardiff

## Our Strategy

Our aim is to grow our business by creating **Client Advocacy**; an advocate, we think, is someone who enthusiastically supports us - a fan of our service and our people

We do this by making sure that each of our employees who deliver the service every day exceeds our client's expectations because they have the right skills, attitude and tools to do so.

So how **you** feel about working for **Glen Group** is important to our strategy and making you an advocate is as important as making our client's one

## Our Vision

To be an **established** and **respected** brand **specialising** in the delivery of **cleaning and support services** throughout **GB & Northern Ireland**. Delivering our services through **reliability, innovative solutions and quality, building strong sustained partnerships**

As **experts** in cleaning and support services we strive to **improve efficiency** through best practise process, **collaborating** with our clients to ensure we meet each client's needs and continually **fine tuning** our offer to build a **sustainable** business

Our **growth** is built through **advocacy** and a **reputation for excellence, value** for money and **partnerships** with clients and our employees while remaining true to our **culture**.

## Our Commitment to you

We trust that you care about what you do and will help us grow our business, therefore we commit to:

- **Communication** - letting you know you what is going on in the business and listening to your feedback
- **Working practices and local management** - that support you
- **Learning and development** - providing training and accredited qualifications that develop your knowledge and skills
- **Career progression** - to grow in **Glen Group** and make you aware of opportunities
- **Reward and recognition** - thank you for a job well done and recognise your contribution and success
- **Group Values and social responsibility** - work in an environment that you are proud of and can support your local community

When things feel right at work and we are happy with how others treat us, when relationships are good and we are all working together, when we feel valued and want to come to work, then you are part of the Glen Family.

## **Our Values**

We asked our people what was important to them, so that we could make sure that the personal values people hold dear became the way we do things in Glen Group

When our work and personal values are aligned then work is meaningful,

## **Making a Positive Difference**

We make a positive difference in the care we show to an individual, the impact we have on our environment and in the positive attitude we have towards our job. We are aware of the impact of what we do and say and are always willing to help by working together for the best result. At **Glen Group** we can all contribute ideas to make a positive difference.

## **At Glen we Value Each other**

We care about each other and the world that we live in. What we value and how we are valued at work is important to all of us; we also recognise that we are all individuals with a life outside work. At **Glen Group** we make sure that help and support is there if we need it.

## **Showing Respect and Integrity**

We value each other by treating everyone how we would like to be treated ourselves and that's why we always do the right thing. We show respect and consideration to others by being open, honest and trustworthy. At **Glen Group** everyone's opinion is valued.

## **Having Pride in What We Do**

We are proud of who we are and what we do, and we value the rich diversity that each of us bring. We all have an important role to play delivering great service and ensuring our clients are advocates. We take pride in our work and our team and are all responsible for our own actions and results. At **Glen Group** we instil pride in our team by praising and recognising success.

## **Embracing Collaborative Teamwork**

The strength we have as a Company comes from working together as one team, communicating and connecting with each other to share our individual skills, ideas, knowledge and experiences. At **Glen Group** we work together to achieve our goals.

## 2. Communication

Communication is a complex business, giving you too much or not enough is always a dilemma, but we need to give you enough to make sure you know what is expected of you, that you are kept informed of what is important to us and you feel part of the Glen Family.

### You Make the Difference!

There are 3 steps to making communication work:

1. The things that you need to know, and we should tell you
2. The things that we need to know, and you should tell us - that's the feedback
3. The things that we should talk about together to make **Glen Group** a better place to work

We are committed to good communication and your manager will have different ways to keep you updated; our favourites are Job Chats, team meetings, our website, payslip messages and email updates

### 2.1 Your Personal Records

If you change any of your personal details, please keep us up to date so that we can always correspond with you.

### 2.2 Confidentiality

As we work on client sites and have access to confidential information and locations we always have a duty of confidentiality. If at any time you are contacted by the media, please do not respond to any questions but refer them directly to your manager.

Please also ensure you are aware and comply with Data Protection legislation when handling information concerning the Company's employees, clients and/or suppliers.

You will also consent to **Glen Group** processing personal and sensitive data, which is held during your employment, however those employees who process this information will comply with all confidentiality and Data Protection regulation

### 2.3 News@ Glen

We are committed to keeping you up to date on what happening in the business and encourage you to read our monthly E newsletter and give us feedback using our **share your thoughts**.



### 3. Working practices and local management

We understand that you feel more engaged because of a combination of effective and caring management and good ways of working.

We have included in the handbook our policies on our ways of working and this should be read in conjunction with your Statement of Main Terms and Conditions of Employment

If there are any differences between the handbook and your Statement of Main Terms and Conditions of Employment or letter of transfer, then your personal terms will take precedence

#### 3.1 Role

Your manager will issue your Statement of Main Terms and Conditions of Employment and Job Description confirming your role and duties when you commence employment

#### Hours of Work

Your hours of work will be detailed in your Statement of Main Terms and Conditions of Employment any changes will also be advised to you by your manager and should be confirmed in writing.

We will always comply with the employment legislation, however as we have a very diverse business, we are grateful for your flexible approach. As there may be occasions when your hours of work are subject to change due to business needs

#### 3.2 Screening and Right to Work

We have a requirement to ensure that you are screened to the standard required by our individual client's.

You will therefore be required to provide a valid and current proof of your right to work. It is important that you provide personal documentation, including proof of identification, and ensure that and work permits have been given to your manager.

The offer of employment is subject to successful completion of the **Glen Group** screening process; we may be required to conduct further screening checks during the course of your employment to meet certain requirements and you have a duty to ensure that all documents requested are returned in a timely manner

#### Identification and Licensing

If you have been provided with a pass and/or identification card, it is always necessary for you to carry these with you .

If you are visiting or working on a site that requires vehicle permits, you are required to display this permit each time you are on site.

Please also note that additional client requirements may apply, and we have a duty to adhere to these

## Time and Attendance

As part of our duty of care, we have a time and attendance system that not only makes sure you are accurately paid for the hours you work, and our clients are accurately charged for those hours, but also provides a support structure for those employees who work on their own.

If your site location uses Time & Attendance, you will be given a **PIN** (personal identification number) and a **SIN** (site identification number) and will pin in at the start of your shift and pin out at the end of your shift.

Guidelines on how to use the Time and Attendance system will be explained and issued to you by your manager. Alternatively, depending on which site you work, you may be required to use a biometric scanner.

## Pay Slip and Deductions

You will be able to access an online pay slip each pay period, and this will detail gross remuneration and all deductions made including Income Tax and National Insurance contributions.

Should you owe **Glen Group** any monies, we reserve the right to deduct from your pay any sums that you owe.

When you commence your employment, we would ask that you submit your previous P45/tax documentation to your manager, and this will make sure that the correct tax and/or other credits are applied to your salary.

If you have any queries, please contact your manager

## Rates of Pay

Your Statement of Main Terms and Conditions of Employment will confirm rates of pay.

## Other Employment and Outside Interests

We recognise that you may wish to take up separate employment with another employer or pursue outside business interests whilst still remaining employed by **Glen Group**. If you do wish to undertake other employment or business activities, please discuss this with your manager whose responsibility is to ensure your wellbeing and who will help you in the steps you must take to be compliant with the Working Time Regulations.

We cannot give consent if these other activities:

- Lead to a real or apparent conflict of interest
- Adversely affect the performance of your job
- Exceed the terms of the Working Time Regulations.

## Care of Company Property

Please respect and take care of any equipment provided to you in the course of your duties. You have a responsibility to take proper care of Company and/or client property and ensure that it is not damaged, neglected or lost.

## Use of Company/Client Vehicles

During your employment you may be required to drive or operate Company or client vehicles or use your own vehicle for business purposes and as part of our duty of care, we will provide you with details of the **Company**



## **Driver and Fleet Management Policy**

and hold a copy of your license.

Please note that you should inform your manager immediately of any driving convictions or any other matters that may affect your ability to drive

## **Standards of Appearance and Personal Hygiene**

As ambassadors for our Company and our clients, we should be proud of and take care of our personal appearance.

Everyone is responsible for conveying a professional image by adhering to the Glen clothing and grooming standards and by being neat, tidy and well presented at all times.

All employees are required to wear the appropriate uniform whilst on site.

It is important that we comply with health and safety regulations and maintain a safe working environment for ourselves and our colleagues.

Personal Protective Equipment such as hi-visibility vests, safety shoes, gloves, aprons etc should be worn if required.

Jewellery should be kept to a minimum and hair kept neat and tidy.

In keeping with the Company's uniform and jewellery policy, the only badges and emblems that you are permitted to wear are those that have been issued

by the Company; any other badges, emblems, logos, buttonholes or insignias are not to be displayed or attached to your standard work uniform or on any other item of clothing that you present to work in.

It is necessary to wash our hands regularly in order

## **Smoking**

We want to promote a healthy and safe working environment and comply with the legislation. If you smoke, you should only do so in the designated zones where you work.

It is also important to note that smoking is not permitted in Company vehicles. The **Drugs and Alcohol Policy** is available from your manager

## **Travel and Business Expenses**

If you incur business expenses, we will reimburse you upon receipt of your expenses claim form and relevant receipts. The **Expense Policy** is available from your manager

## **Liability to Search**

**Glen Group** reserves the right to question or search you whilst you are on, entering, or leaving work premises. This may include your consent to a personal search of any property, vehicle, desk, locker or any other storage facility where you may keep personal affects.

We will only do this if we have a reasonable belief that such a search is necessary for safety reasons, for the protection of health (whether your own health or that of a third party) for the prevention of crime or for the protection of rights of others (including the Company's rights).

Any search may, at your request be conducted in the presence of a fellow employee of your choice provided that he or she is available on the premises. at that time and consents to act as a witness.

## Annual Leave

You will enjoy paid annual leave the details of which are in your Statement of Main Terms and Conditions of Employment and payment will be made at your normal rate of pay.

### Booking Annual Leave

Please note annual leave may be subject to the requirements of the site on which you work, and you will be required to take leave during these shut down periods.

However if you are on a site with no specific shutdown, If you wish to book annual leave you should discuss with your manager for approval; in your own interest you should not make any holiday bookings until you receive approval from your manager.

If you would like to take more than 5 days annual leave you must submit a request to your manager 4 weeks prior to the first date of annual leave. If you would like to take less than 5 days annual leave you must submit a request to your manager 2 weeks before the date of the annual leave.

There may be occasions whereby there are too many requests for annual leave within the same period and, if granted, would significantly impact on the business; in this event annual leave will be granted on a first request basis.

### Annual Leave Booked Prior to Joining

If you have made arrangements to go on holiday before you join us these arrangements will be honoured. As long as you inform us.

### Annual Leave Entitlement After Leaving

If you leave the Company, you will normally receive payment for all unused accrued annual leave entitlement. If you have taken more annual leave entitlement than you have accrued during the annual leave year, the balance will be deducted from any outstanding pay.

## Sickness and Absence

We understand that there may be occasions when you are unable to attend work; please call your manager as early as possible prior to your shift starting to allow time to make alternative arrangements to cover your shift. If possible, you should contact your manager the day before you are due to start work.

### Absence Procedure - Day Shift

If you are unable to attend work, please call your manager as soon as reasonably practicable but no later than 1 hour before the start of your shift.

### Absence Procedure - Evening Shift / Night Shift

If you are unable to attend work, please call your manager as soon as reasonably practicable but no later than 4 hours before you are expected to work an evening/night shift.

Please speak directly with your manager and note that text messages, faxes or emails are not accepted for the purposes of reporting absence.

Our notification and records for Statutory Sick Pay (SSP) require the following details:

- Why you are unable to attend work:
- If ill: when you became ill and the nature of your illness
- Whether your illness is due to an accident or injury at work
- Whether you will be seeking medical attention
- Your likely date of return.

Please keep in regular contact with your manager with any update on the anticipated duration of your absence and likely return to work date. If your absence continues beyond 7 calendar days, you should contact your manager on a weekly basis (regardless of the duration of your sick line) and of course forward all sick lines directly to your manager.

### **Statutory Sick Pay**

To qualify for SSP you must have average weekly earnings at or above the lower earnings limit (LEL) for National Insurance contributions. The LEL is set by the government each year; for details of the LEL for the current tax year, please ask your manager.

SSP is payable from the fourth day of absence due to illness. To be able to pay, we must receive written evidence, for example a self-certification form or a doctor's note. If there are intervals of sickness absence not covered by certificates, we cannot pay SSP. If you are not entitled to SSP or you have received your full entitlement to SSP, you will be sent an SSP1 form. This form should be completed by you and sent to the Department for Work and Pensions so that you can claim Incapacity Benefit.

### **Certification**

#### **1-7 Days Absence**

On your return to work you must complete and submit a self-certificate covering your absence from work of 7 days or less to your manager. Even if you are only off for 1 day you must complete and submit the self-certificate; these can be provided by your manager or by Central Employee Services.

#### **8 Days and Onwards**

From the 8th day of absence you should forward a fit note directly to your manager this will be provided by your GP/hospital. All absence days must be covered by a doctor's note.

### **Return to Work**

On or before your return to work you must provide a final signing off certificate from your GP/hospital to your manager.

### **Long Term Absence**

Long term absence is defined as continuous absence for a period of 4 weeks. We of course will be sensitive to your needs and will invite you to attend a meeting with your manager in order to understand a little more about why you are absent and how we can support you. We may seek your permission to write to your GP or gain a report from an Occupational Health Consultant. When we do receive a medical report or occupational health report, we will meet with you to discuss the content to consider how best we can help you return to work including reasonable adjustments and/or alternative employment.

If you are too unwell or physically unable to attend meetings at the specified location, your manager will arrange to visit you at home or a location of your choice.

### **Use of Company Issued Property during Sick Leave**

Your vehicle and telephone are for legitimate business purposes only; the Company does not permit use of a Company issued phone and/or vehicle (for business use only) if you are on sick leave.

## Returning to Work

When you are ready to return to work please contact your manager at least the day before so that we can make appropriate arrangements and ensure your shift is not already covered - we are unable to pay 2 employees for the same shift and as such you may be asked to return home.

When you do return, your manager will ask you to attend a return to work interview. The purpose is to discuss:

- Your fitness to return to work
- Your attendance record over the previous 12 months
- Support mechanisms that may be beneficial to you in the workplace
- Any changes in the workplace etc that have taken place in your absence.

## Investigation and Disciplinary Procedures

We expect all employees to behave in a sensible and constructive way during their employment. This includes, without limitation, behaviour towards fellow employees, direct reports (if applicable), managers, and towards contacts or prospective contacts of the Company. It must also be remembered that behaviour at social occasions which are either associated with or sponsored by the Company are an extension of the workplace and the same standard of behaviour is expected here too. Any breach in the rules or regulations can be dealt with in several ways depending on the severity.

Managers' can choose to deal with minor instances of misconduct or unsatisfactory levels of performance informally, by training, guidance or instruction or by informal discussion.

Our aim is always to be constructive and encourage the right behaviours from all employees.

If the manager is dissatisfied with an employee's conduct, activities or their performance and has exhausted the informal options, the investigation and disciplinary procedure will apply.

When this happens, we are committed to ensuring that all alleged misconduct or breaches of rules are investigated thoroughly. The investigation and disciplinary procedures apply to all **Glen Group** employees.

## Investigatory Procedure

We are committed to ensuring that all allegations are fully investigated. This will include carrying out interviews with the employee and third parties as well as analysing written records and other information where appropriate. It may also involve a search of the employee and/or their property.

There are several possible outcomes of an investigatory meeting:

- That there is a case to answer and should proceed to disciplinary hearing
- No further action will be taken which will be confirmed in writing to the employee
- Further investigation is required before a decision can be reached
- Counselling or training
- Suspension will be considered if it is inappropriate for an employee to continue in their job or to remain at work until the allegations/situation

has been fully investigated. In such cases the employee may be suspended from work with full pay. It should be noted that suspension forms part of the formal investigation procedure and does not imply guilt or otherwise.

Employees will be informed of their suspension in writing.

During any period of suspension, employees will not attend work other than for the purpose of attending an investigatory meeting or disciplinary hearing.

Employees should not contact any other employee, supplier, or client (except their companion or recognised trade union official) without the consent of Glen Group.

For the purposes of continuity of business, the Company may request the return of mobile phones, Company vehicles and/or laptops/ computers etc during the period of investigation.

## **Disciplinary Procedure**

Having completed a full and thorough investigation, if it is confirmed that there is a case to answer, the employee will receive written confirmation setting out the allegations made against them, be provided with the evidence and given reasonable time to allow them to prepare for the hearing.

## **Purpose of Disciplinary Hearing**

To allow the employee to respond to the allegation(s) made against them and to re-examine the evidence, witnesses and provide the opportunity for the employee to put forward their case and to explain any relevant mitigating circumstances.

## **Adjournment of Hearing**

Should further investigation of facts be deemed necessary, or there is a dispute over anything relevant to the case, the hearing may be adjourned while further enquiries are made. If after proper consideration the facts of the matter are deemed to be well founded, the appropriate disciplinary action will be taken.

## **Right to be Accompanied**

At each stage of the disciplinary procedure, all employees have the right to be accompanied by either a work colleague or a recognised trade union official.

## **Possible Outcomes of a Disciplinary Hearing**

Disciplinary warnings will only be issued after the disciplinary hearing is held and due consideration has been given to all the matters presented.

In considering what action is appropriate, the following will be taken into account:

- Mitigating factors
- The gravity of the breach of discipline
- The employee's work record
- Any existing disciplinary record
- Any other relevant factors.

Disciplinary action may take any of the following forms depending on the severity of the offence:

## **Verbal Warning**

If an employee's conduct, activities or performance does not meet acceptable standards, they may be given a formal verbal warning. A Performance Improvement Plan (PIP) may be agreed with the employee subject to ongoing review over a designated timescale if appropriate.



The employee will receive a letter which will detail:

- The reason for the warning
- The action or improvement required
- The timescale for implementing any such action
- The consequences for the employee of not implementing required action or of further misconduct
- When the warning will cease to have effect, subject to satisfactory conduct and/or performance
- The right to appeal.

**Verbal warnings will remain live for a period of 6 months.**

### Written Warning

The manager may issue a written warning if:

- The required improvement is not achieved within any timescale stated in the verbal warning; or
- Further misconduct or poor performance takes place during the timescale of a verbal warning; or
- The seriousness of the misconduct or poor performance merits it, regardless of whether a verbal warning has already been issued.

Where, at the conclusion of the disciplinary hearing, the manager decides to issue a written warning he or she will inform the employee of:

- The reason for the warning, including any prior warning(s) taken into account
- The action or improvement which he or she requires of the employee
- If appropriate, the timescale for implementing any such action
- The consequences for the employee of not implementing the required action or of further misconduct, which could be a final written warning
- When the warning will cease to have effect, subject to satisfactory conduct/performance

- The right of appeal.

**Written warnings will remain live for a period of 12 months.**

### Final Written Warning

If at the conclusion of a disciplinary hearing a final written warning is deemed appropriate the employee will be informed of:

- The reason for the final written warning
- The action or improvement which is required of the employee
- If appropriate, the timescale for implementing any such action
- The fact that this is a final warning and that the next stage of the procedure will be dismissal
- When the warning will cease to have effect, subject to satisfactory conduct /performance
- The right of appeal.

**Final written warnings will remain live for a period of 12 months.**

### Dismissal

The Company may dismiss an employee where:

- The required improvement is not achieved within any timescale specified; or
- Further misconduct or poor performance takes place during the timescale of a final written warning; or
- In cases of gross misconduct, dismissal will normally result however, consideration may be given in exceptional circumstances to invoke a penalty short of dismissal such as a demotion or transfer to another department or site.

Where it is deemed appropriate, a final written warning may also be issued.

Where, at the conclusion of the disciplinary hearing the employee is dismissed, demoted or transferred, the employee will be informed in writing of:

- The reason for the dismissal, demotion or transfer
- The date on which the dismissal, demotion or transfer takes effect
- The right of appeal.

Unless dismissal is for gross misconduct, the employee will be dismissed with notice.

## Right of Appeal

Any employee who is dissatisfied with a disciplinary decision taken in respect of him or her may appeal against that decision. They must do so by following the appeal guidelines in their disciplinary letter.

Appeals must be made in writing to the person named on the letter clearly stating the ground(s) for the appeal. Within the timescales in the letter.

## Appeal Procedure

Should an employee exercise their right to appeal, she/he will be invited to an appeal meeting. This meeting will be chaired by a manager more senior to the one who made the original decision as far as is reasonably practicable and employees must take all reasonable steps to attend.

Employees have the right to be accompanied at the appeal meeting by a work colleague or a recognised trade union official.

The appellant will be informed of the outcome of the meeting in writing within

10 working days or as soon as reasonably practicable. The outcome may:

- Uphold the disciplinary action/dismissal
- Reduce/Increase the disciplinary sanction issued
- Overturn the decision taken.

## Re-Instatement and Re-Engagement

Any re-instatement or re-engagement that may take place as a result of appeal against dismissal will take effect from the date of the disciplinary action in question and previous continuous service with the Company will be restored.

The decision of the appeal is final and will be confirmed in writing

## Misconduct

It is impossible to list all possible acts of misconduct that could occur in any employment, and it should therefore be noted that the rules indicated below are not exhaustive and can serve only as a guide.

### 1. General Misconduct

- 1.1 Nonadherence to company policies and procedures
- 1.2 Unauthorised absence
- 1.3 Poor timekeeping or attendance
- 1.4 Unacceptable standard of work and inappropriate attitude or behaviour
- 1.5 Refusing to carry out a reasonable request or instruction.
- 1.6 Unacceptable standard of personal hygiene or appearance
- 1.7 Unauthorised and/or excessive use of Company/client Glen Groups
- 1.8 Excessive use of personal mobile phones during working time
- 1.9 Breach of health and safety guidelines or practices

- 1.10 Non reporting of any incident/accident incurred
- 1.11 Non reporting of any type of driving conviction or summons which may lead to conviction
- 1.12 Nonadherence to Client rules and regulations.

## 2. Gross Misconduct

There are certain breaches of rules and of established custom and practice, which will render an employee liable to dismissal. Some examples of gross misconduct which may result in summary dismissal (i.e. dismissal without notice or pay in lieu of notice) include but are not restricted to:

- 2.1 Theft or fraud including falsification of records or Company documentation
- 2.2 Serious act of insubordination
- 2.3 Fighting, physical assault
- 2.4 Workplace harassment and discrimination
- 2.5 Serious negligence involving unacceptable loss, injury or damage to property of the Company, client, employee or the general public
- 2.6 Being under the apparent influence of alcohol and/or illegal substances
- 2.7 Dealing in or distributing illegal substances
- 2.8 Serious breach of Company policies and procedures.
- 2.9 Sleeping during working hours
- 2.10 Unauthorised access to or disclosure of confidential personal information or information concerning **Glen** and its clients
- 2.11 Performing, arranging or carrying out any work or activities which could be in competition with, or which adversely affects in any way our business interests
- 2.12 Any conduct which may bring the business of **Glen Group** into disrepute
- 2.13 Selling goods to other employees or clients at work

- 2.14 Smoking in Company vehicles and/or non-designated smoking areas
- 2.15 Receipt of bribes to affect the placing of business with a supplier of goods and services
- 2.16 Wilful damage of Company equipment/property, or equipment/property for which the Company is responsible
- 2.17 Serious breach of safety regulations which would endanger life or property
- 2.18 Failure to observe Company fire regulations
- 2.19 Nonadherence to Company policies and procedures.

The Company has other policies which are relevant to disciplinary matters, for example, the **Dignity at Work Policy** and the **Health and Safety Policy**.

This procedure should be read as incorporating provisions relating to discipline in any other Company policies; all other Company policies are available from your manager

## Criminal Acts

Criminal acts outside employment will be treated as automatic reasons for considering disciplinary action or dismissal. The main considerations will be whether the offence brings into question your suitability for your work or whether it is unacceptable to other employees or clients. Any such cases will be handled in accordance with the individual circumstances.



## Grievance Procedure

The aim of this grievance procedure is to resolve your concerns, problems or grievances about your work at an early stage. We encourage you to raise any issue you have in an informal way with your manager; issues are not to be raised directly with our clients.

An informal resolution has advantages of being able to deal with issues quickly and prevent them escalating.

We also recognise that it may not be possible or appropriate to resolve every grievance informally. Where this is the case, you should use the formal grievance procedure set out below.

If you have concerns about harassment or bullying, please see the **Dignity at Work Procedure** which gives you guidance on what to do.

Any employee who raises a grievance will always be treated fairly before, during and after the conclusion of the grievance hearing(s).

### Informal Grievance Procedure

We encourage you to raise any grievance you have in an informal way as quickly as possible with your manager. An informal resolution has advantages for both you and the Company as it prevents the matter escalating and can be dealt with quickly.

You should in the first instance discuss your grievance with your manager as soon as possible. Your manager will consider your grievance with the aim of resolving it, where possible. If the matter concerns your manager, you can raise it with a more senior manager who will try to help resolve the matter.

Where it has not been possible to resolve your grievance informally you should raise it with management using the formal grievance procedure as set out below.

### Formal Grievance Procedure

The purpose of the formal grievance procedure is to provide you with an opportunity to raise your grievance about your work formally with management.

The grievance procedure helps us deal with your grievance fairly, consistently and without unreasonable delay by the appropriate level of management.

It is essential to the proper working of this procedure that you continue to work normally whilst the procedure is being followed.

If your grievance relates to a disciplinary decision that has been taken against you, you should use the disciplinary appeals procedure. You may raise a complaint directly with a senior manager if it:

- Concerns your immediate manager
- Is of too personal or sensitive a nature to raise with your immediate manager
- Complaints concerning discrimination, bullying or harassment by your immediate manager.

If you are part of a group of employees that wishes to raise a grievance, we suggest that you ask an appropriate representative to raise the grievance on behalf of the group.

Each stage of this procedure will be carried out without unreasonable delay. We keep relevant records of the grievance process and wherever possible these will be treated as confidential.

You should raise your formal grievance, in the first instance, in writing with your immediate manager without unreasonable delay and you should set out the nature of your grievance and how it might be resolved.

### **Grievance Meeting**

You will be invited to a formal meeting with an appropriate member of the management team to discuss your grievance and to explain how you think it might be resolved.

The meeting will be held without unreasonable delay or normally within 10 working days of the formal grievance being raised.

In some circumstances we may need to adjourn the meeting to further investigate your grievance.

Following the meeting and normally within 10 working days of meeting being held, the manager will inform you in writing of the outcome of your grievance, the reasoning behind the decision and what action the Company intends to take, if any, to resolve your grievance.

The manager will also inform you in writing of your right to appeal if you are dissatisfied with the outcome.

### **Appeal**

If you wish to appeal, you should do so in writing within 5 further working days from the date of the outcome to the person named in your outcome letter. In your written appeal you should set out the grounds for appeal and the reasons why you are dissatisfied with the grievance outcome.

You will be invited to a meeting without unreasonable delay or normally within

10 working days of your appeal being received to consider your appeal and how it might be resolved. Where possible, the appeal meeting will be heard by a more senior manager.

The appeal meeting will be held without unreasonable delay or normally within 10 working days of your appeal being made. Following the meeting the appeal manager will inform you in writing of the outcome of your appeal normally within 10 working days of the appeal meeting.

There are no further stages in this procedure.

### **Right to be accompanied**

In any formal meetings under this procedure you can be accompanied by a **Glen Group** work colleague or a recognised trade union official.

### **Anonymous Grievances**

Anonymous grievances cannot be acted upon as there may be little or no corroborative evidence to substantiate the allegation(s) and proper investigations may prove difficult if the investigator cannot obtain further information.

We do not encourage anonymous reporting but would encourage you to come forward with your concerns so that your grievance can be fully investigated and you can be informed of any outcome.

### **Dignity at Work**

We are committed to ensuring that we all work in an environment that is free from bullying and harassment and we all have a responsibility to help create and maintain a good working environment which respects the

differences of others. There is no place in **Glen Group** for harassment or bullying and we all have a responsibility to ensure that inappropriate behaviour does not occur and is not tolerated in our workplace.

All of us are expected to comply with this policy and appropriate measures will be taken to ensure that bullying and/or harassment does not occur and is dealt with in an appropriate manner if it does.

Our policy applies to employees in the workplace or at work related social events, whether on the premises or off site. It also applies not only to harassment from other employees of the Company but also anyone else you would meet while at work

## What is Harassment

Harassment means verbal, non-verbal or physical conduct which:

- is of a sexual nature or on grounds of a person's sex, race, colour, ethnic origin, transsexuality, disability, religion, belief system, age, sexual orientation or another personal characteristic; and
- is unwanted; and
- has the purpose or effect of violating that person's dignity or creating an intimidating, hostile, degrading, humiliating, or offensive environment for that person.

Harassment also means less favourable treatment of a person because he or she has rejected or submitted to the type of conduct described above.

Harassment can take many forms and examples include:

- verbal abuse or offensive jokes or pranks related to a person's sex, race, gender reassignment, disability, sexual orientation, religious beliefs, etc; lewd or suggestive comments; requests for sexual favours or repeated requests for dates
- unnecessary body contact; threatened or actual assault or violence
- deliberate exclusion from conversations or work activities on the basis of race, gender, disability, sexual orientation etc
- display of 'pin-ups', pornography, inflammatory or abusive literature
- using e-mail or the Internet for the purpose of bullying or making abusive or offensive remarks related to a person's characteristics such as their race, gender, disability, sexual orientation, religion, etc or to send pornography or inflammatory literature. This is not an exhaustive list.

## Workplace Bullying

Bullying is persistent behaviour directed against an individual or group of individuals which creates a threatening or intimidating environment that undermines the confidence and self-esteem of the recipient(s).

Bullying can take many forms, for example:

- verbal abuse, such as shouting or swearing at colleagues
- threatening or insulting colleagues
- abusing power or using unfair penal sanctions
- practical jokes, initiation ceremonies or birthday rituals
- physical abuse such as hitting, pushing or jostling
- rifling through, hiding or damaging personal property
- ostracising or excluding colleagues from work events or social activities.

This is not an exhaustive list.

Bullying does not include appropriately conducted criticism of an employee's behaviour or job performance by management.

## Dealing with Harassment and Bullying

### Informal Approach

Talking to the individual or to your manager and explaining what particular behaviour is causing you offence and requesting that this behaviour stops immediately, can sometimes be an effective way to resolve matters. The aim of this is to stop the behaviour immediately, minimise the embarrassment and bad feeling and get people working together.

Advice in relation to this procedure can be sought from any manager in the Company whom you trust.

### Formal Approach

We understand that it may not always be practical to use the informal method to resolve an issue; if you have a formal complaint, this will be dealt with under our grievance procedure.

### Whistle Blowing Policy

Whistle blowing occurs when an employee raises a concern about a danger or illegality that affects others.

Employees may be concerned that to raise the issue through the normal course, may not protect them, but at **Glen Group** we encourage any employee to voice their concerns over malpractice and act against any employee who would try to hinder them doing so.

We would encourage any employee to raise any issue internally on:

- Criminal offences
- Breaches of legal obligations including negligence and or breach of contract
- Miscarriages of justice
- Health and Safety
- Damage to the environment
- The concealment of any of the above.

### Confidentiality

All contacts will be treated confidentially and will be investigated; however because of the nature of the investigation or disclosure, it may be necessary to disclose your identity. This will be in connection with any associated disciplinary or legal investigations or proceedings. All reasonable steps will be taken to protect you from any detriment. Anonymous disclosures are very difficult to act upon as there may be little or no corroborative evidence to substantiate the allegation. Proper investigations may prove difficult if the investigator cannot obtain further information. **Glen Group** do not encourage anonymous reporting but would encourage individuals to come forward with their concerns.

Remember that if you do not tell us who you are, it will be much more difficult for us to investigate the matter or to protect your position or to give you feedback.

**Accordingly, while we will consider anonymous reports, this policy is not appropriate for concerns raised anonymously.**

## Whistle Blowing Process

We encourage you to raise the issue in the first instance with your manager.

However, if you feel this is not appropriate an alternative route directly to the Group Board is available, you may do this by contacting either verbally or in writing:

**Ross Barnes MD or Dave J Seaton  
Chairman**

**You should state whether you wish your identity to be kept confidential and that you are using the Whistle Blowing Policy.**

## Safeguarding Policy

Glen Group and our teams work within schools and other education facilities. This policy is to confirm our standard in relation to Safeguarding Children.

Schools and educational establishments and the staff which work in these locations are an important part of the wider safeguarding system for children and all School based employees must be trained in Safeguarding.

Safeguarding and promoting the welfare of children is everyone's responsibility. Everyone who comes into contact with children and their families has a role to play.

**Safeguarding and promoting the welfare of children is defined for the purposes of this policy as:**

- protecting children from maltreatment;
- preventing impairment of children's health or development;
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and taking action to

enable all children to have the best outcomes.

Everyone in our team who come into contact with children will be vetted and obtain a DBS check which may be enhanced, they also have a responsibility to keep children safe and must be aware of where to find help in doing so.

We promote personal responsibility and understanding of the measures to protect the health, wellbeing and human rights of children.

Glen encourage a culture of openness, fairness and family values, therefore listening to children and taking account of their feeling's forms part of the Glen Values.

The designated safeguarding lead for Glen is Kim Stevens, Business Improvement Director who can be contacted at **Kim Stevens @glencleaning.co.uk** and is the most appropriate person to advise on the response to safeguarding concerns. Kim has knowledge, skills and expertise to take leadership responsibility for Glen's safeguarding arrangements.

In addition, an employee may raise concerns regarding the welfare of a child through the Whistle blowing Procedure or through the Escalation Procedure to your line manager



## 4. Part of the Glen Family

### Social Value & Responsibility



We aim to demonstrate that our business takes an interest in wider social issues, rather than just those that impact our profit margins, and we hope to attract clients and employees who share our values.

We are working to create social value, in our operations every day and to add a positive presence in the communities in which we live and work and create a sustainable business.

To ensure our commitment, we have created a team to help steer.  
Social Value & Responsibility@Glen

This team is made up of people across our business and if you wish to get involved, please ask your manager for more details.

We have set targets in our Social Value & Responsibility Framework to identify our current status and prioritise our efforts.

1. Provide strong leadership, governance and values
2. Help employees build healthy lives
3. Invest in the community where we work
3. Take action to improve our environmental impact
4. Manage the impact of our supply chain
5. Influence clients through our service

### Helping Hand Programme



The Glen Helping Hands Programme aims to be able to offer you emotional, physical, or financial support when you need it - a helping hand.

Focussing on improving your wellbeing is important to us at Glen.

This involves thinking about how we work; the processes we use, the training and equipment you are given and the support structure, that you feel, we offer you.

Promoting and protecting your mental health can influence your wellbeing, physical health, and social interactions.

The Helping Hands Programme is part of our Social Value & Responsibility to help our employees build healthy lives.

Providing information and raising awareness about wellbeing, as we develop the skills in our managers and supervisors and train our Wellbeing Ambassadors around the business

## 5. Learning, development and career progression

At Glen we recognise that the quality of the people that work for us is of prime importance to our clients.

Developing skill, attitude and engagement is one of our key drivers.

### Learning and Development

We aim to provide learning and career progression that meets your needs and the needs of the business; we are committed to giving you opportunities to develop your knowledge and competence to carry out your role effectively and realise your full potential.

We will support you in:

- a structured induction into your role and how we do things in Glen
- understanding our values and objectives and the important part that you play in helping us deliver them
- giving clear and measurable standards to help you understand what great performance looks like in your role
- clear and constructive feedback supported by your own Personal Development Plan
- an annual appraisal and regular job chat discussions with your manager equality of opportunity in all areas of your development.

The GROW programme is our personal development programme that provides our managers with a visible framework to develop the skills and behaviours they need to meet the business needs of today and the future as part of their development.

As we grow our business, we will grow our people and, through **succession planning**, provide career opportunities.

### Career Progression

We know that developing your career with us is important to you; whether its promotion, improved salary or hours or a change in role, we want to make sure that we provide you with that opportunity and to take advantage of the learning and development available to you so that you are ready for the next role.

## 6. Reward & Recognition



### Reward

At **Glen Group**, anyone who makes a positive difference will always be rewarded and we have a wide variety of reward schemes in place; please ask your manager for further details

### Recognition

It is always great to be recognised for the work we do; a simple thank you from our manager and being treated with respect and genuine care and concern is very important to us.

For details of all the recognition schemes that are in operation within your region, please ask your manager.

**Policies to be read in conjunction with the Employee Handbook**

- **Health & Safety Policy**
- **Safeguarding Policy**
- **Whistle Blowing Policy**
- **Dignity at Work Policy**