



Glen Group
ABSENCE and WELLBEING POLICY

1 Policy Statement

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

Glen has a duty of care to all its colleagues and recognises legitimate reasons for absence. To provide a quality, consistent and reliable service to our clients, our aim is to maximise the attendance of all colleagues.

2 Scope

This policy applies to all Glen employees, and the company asks for all employees' cooperation with regard to reporting absence and engaging in return-to-work procedures.

This policy does not form part of an employee's contract of employment and may be amended from time to time.



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

This programme is part of our Social Value & Responsibility to help our employees build healthy lives. By providing information and raising awareness about wellbeing and developing the skills in our managers and supervisors with the support of our Wellbeing Ambassadors around the business.

We also aim to have practices that promote wellbeing and deal with any issues effectively by providing support to employees when they need a helping hand.

Management of health and wellbeing is the responsibility of both our employees and their line manager.

- To provide proactive support to our people on their health and wellbeing using tools such as **Perk box Health Assured Employee Assistance Programme**.
- To ensure fair and consistent treatment of all colleagues by providing line managers with the appropriate skills and procedures to manage any absence from work.
- To ensure accurate absence records are maintained by line managers, which comply with legislation.
- To ensure that colleagues are fully aware of their rights and responsibilities with regards to absence management and occupational health requirements.

3 Responsibilities

3.1 Line managers

- Monitor the attendance levels of the team.
- Review the guidance provided for managers to deal with non-attendance using the Really useful Guide to Absence Management.
- Ensure the team are made aware of the reporting procedures in the event of sickness or otherwise related absence.

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- Provide their team with the appropriate access to support organisations for guidance and advice on managing health concerns, using Health Assured Employee Assistance Programme.
- Where medical evidence is provided, look to accommodate reasonable adjustments, to the workplace or role as a result of any health issues.
- Work with Employee Support, who will provide support and advice in handling individual absence-related issues.
- Create a work environment conducive to attendance by effective management and by considering issues such as job design, workload levels, colleague engagement and motivation, work relationships and effective communication with their team.
- Treat any information about a colleague's reasons for absence in the strictest confidence discussing it only with other appropriate sources, such as Employee Support.
- Maintain contact with colleagues on long-term sickness absence at agreed times and at mutually agreed locations.
- Work with Employee Support, to identify the causes of sickness absence where these are related to the workplace and, where appropriate, take preventative measures to reduce the likelihood of resultant further absences.

3.2 Employee

- Be at their place of work at the appropriate start time and attend work on a regular and consistent basis; this is a condition of employment and ensure appropriate reporting procedures such as Time & attendance are always used to confirm attendance.
- Take reasonable care for their own health and be mindful of how others will be impacted by their absence from work.
- Not knowingly or willingly do anything which may have an adverse health and wellbeing impact on others.
- Inform Glen Manager as soon as possible after diagnosis, if they are suffering from a medical condition or disability that affects or is likely to affect their ability to carry out the role for which they have been employed, so that reasonable adjustments can be identified and implemented.
- Refer to your individual contract of employment for reporting procedures when an employee is absent.
- Keep in contact with Glen Manager whilst off sick and provide doctor's notification.
- In some cases, employees may be asked to attend an appointment with Occupational Health; in such circumstances, consent will be sought, and the company asks for the cooperation of the colleague with regard to any such referral.

4 Absence Reporting and Recording Procedure

If a colleague is to be absent from work, they should contact their line manager,

During the call/text, the line manager must gather the following information from the colleague:

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- Confirm the type of absence (e.g., sickness, bereavement, time off for dependants or unpaid)
- The reason for absence
- Expected date of return, if known
- Has the colleague attended the doctor and/or are they taking medication?
- Does the colleague require any support from Glen?
- If notification via a text has been received this must also give an appropriate time when the line manager can make verbal contact
- A text message is only suitable in the first notification of absence any subsequent notification or information must be provided over the telephone.
- All information will be recorded on the return-to-work form.

If the colleague is unable to speak to their line manager due to the nature of the illness, someone should speak to their line manager on their behalf. In addition, colleagues must not ask their work colleagues to report on their behalf, breaches of this reporting procedure can lead to disciplinary action.

Once the colleague has contacted the line manager, the line manager must record this on the absence management system Timegate or Templa. On the date the colleague returns to work, the line manager should enter the return date into Timegate/ Templa, so the period of absence is recorded accurately. Failure to do so could result in the colleague being overpaid or underpaid for that period. If the colleague is overpaid, then monies will need to be recovered.

Managers must record an accurate reason for the absence if related to sickness.

5 Absence Certification

Absence of up to seven calendar days (including working and non-working days) requires the colleague to complete a Self-Certification form, which is included in the Return to Work Interview forms.

From the eighth day of absence, due to illness or injury, colleagues must provide a medical certificate from a doctor, known as a Statement of Fitness for Work (Fit Note).

If illness continues after expiry of the Fit Note, further Fit Notes must be obtained by the colleague, as necessary to cover the whole period of absence and must be forwarded to Payroll. If the colleague is entitled to company sick pay or statutory sick pay, payment will only be made if there is appropriate completed certification. Colleagues should not wait for their return to work to supply Fit Notes.

Colleagues must ensure that they supply the appropriate certification. Payroll must receive this within seven days of issue, or the absence will be treated as uncertified. If absence is uncertified, it will lead to a non-payment.

When the colleague is well enough to return to work, they do not need to visit their doctor to be signed back to work, unless the medical certificate specifically asks them to.

If you are advised to refrain from work as per the medical certificate, then you must be authorised to come back to work by a medical professional.

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Return to work (RTW)

If the Fit Note contains recommendations from the doctor that the colleague may return to work, taking into consideration certain amendments and/or restrictions to their role, the line manager will discuss this with the colleague and, if necessary, the colleague may be referred to Occupational Health. If adjustments can be made to accommodate such recommendations, a return-to-work programme will be established by the line manager and colleague; the colleague will then be expected to attempt a return to work. If this is not possible, the colleague will remain on sick leave and be assessed accordingly.

Any agreed return to work programme will be confirmed in writing to the colleague stating a timescale and expected date of return to full duties. In instances where the timescale has been reached and the colleague continues to be unable to carry out full duties of their role, a review will be carried out by the line manager with Employee Support regarding the colleague's capability to carry out their duties; colleagues who continue to be unable to carry out full duties may be returned to sick leave while their condition is assessed. Line managers should contact Employee Support and consult RUG to Absence Management for guidance on a phased RTW programme.

6. Qualifying Incidences of Sickness Absence

To ensure absence is managed fairly and consistently for all colleagues, sickness absence referred to in this policy is measured using trigger points. Absences that count towards these trigger points include:

- Absence due to the sickness of a colleague
- Absence when the colleague has not informed their line manager of the reason for the absence.

(Unauthorised absence)

Categories of absence not included in calculation of trigger points include but are not limited to:

- Pre-authorised annual leave
- Bereavement leave
- Maternity/paternity/adoption leave/shared parental leave
- Pre-authorised parental leave
- Authorised and unpaid time off for dependants leave.

These lists are not exhaustive but are intended to give guidance on when the procedures should be used and when they should not.

7. Sick Pay

Sick pay entitlement is dependent upon the individual contract of employment and length of service. Payment of sick pay is calculated based on the length of service at the start of the absence period.

Payment of company sick pay may be withheld under certain circumstances.

These circumstances may include, but are not limited to the following:

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- Any period of sickness absence, where the absence reporting procedure is not followed, or when the required Fit Notes are not provided for absences over seven calendar days.
- If a colleague is absent from work due to the sickness of others, they are responsible for, e.g. dependants, partners, spouses, etc. In such instances, the colleague should contact their line manager who will advise on the leave options available, including authorised unpaid dependant's leave.
- Any period of sickness absence caused by non-observance of company rules.
- If a colleague is absent from work as a result of work undertaken through another employer.
- If a colleague is absent from work following allegations of misconduct or potential gross misconduct coming to light, company sick pay may be withheld subject to management discretion, until the disciplinary proceedings have concluded.
- If it is deemed that a colleague's reason(s) for refusing to attend a welfare meeting or Occupational Health appointment are unreasonable, or if the colleague doesn't respond to a request to contact their line manager or attend a meeting to discuss their progress.
- Elective surgery that is not undertaken for a medical reason.
- Company sick pay is not payable to colleagues who are in legal custody.

Statutory Sick Pay (SSP)

Statutory sick pay (SSP) is paid to all qualifying colleagues. If a colleague is absent through sickness they would claim SSP by completing the self-certificate. The rules governing SSP are set by the Department for Works and Pensions, and further information is available at <https://www.gov.uk/statutory-sick-pay/overview>. Full or half days of sickness are considered for sick pay purposes.

Colleagues who are not eligible for SSP will be sent an SSP1 form, to outline the reasons why. Colleagues should complete this form to claim Employment and Support Allowance.

If a colleague disputes whether or not they are entitled to SSP they may wish to contact HM Revenue & Customs for further advice.

8 Absence Trigger Points

To help manage absence, the following trigger points are used to prompt further action. Before a line manager makes any decision about moving to disciplinary hearing, they should discuss this with the Employee Support each situation will be considered individually and managed accordingly.

GREEN 1st or 2nd absence within rolling 26-week period.

ACTION Line manager holds RTWI with colleague, completes RTWI form, and continues to monitor absence levels.

AMBER 3rd absence within rolling 26-week period.

ACTION Line manager holds RTWI with colleague, completes RTWI form, and explains that the potential outcome of further absence may result in

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disciplinary action at this stage an Absence Welfare meeting can be held at this point to gather any further information.

RED 4th absence within rolling 26-week period.

ACTION Line manager holds RTWI with colleague, completes RTWI form, and records detailed notes of discussion. This return to work will form part of the investigation, which may lead to disciplinary action. Line manager should discuss next steps with Employee Support, which may include a disciplinary hearing.

For colleagues who already have a **formal warning** on file for poor attendance, a shorter period to monitor their absence is used; in these cases, the trigger points are as follows:

GREEN 1st occasion of absence **after** 12 weeks of the formal warning being issued.

ACTION Line manager holds RTWI with colleague, completes RTWI form, and continues to monitor absence levels.

AMBER 1st occasion of absence **within** 12 weeks of formal warning being issued or 2nd occasion of absence **after** 12 weeks of the formal warning being issued.

ACTION Line manager holds RTWI with colleague, completes RTWI form, and explains that the potential outcome of further absence may be a red RTWI and a further disciplinary hearing.

RED 2nd occasion or more **within** 12 weeks of formal warning being issued or 3rd occasion or more **after** 12 weeks of formal warning being issued.

ACTION Line manager holds RTWI with colleague, completes RTWI form, and records detailed notes of discussion. Line manager should discuss next steps with Employee Support, which may include a disciplinary hearing.

9 Return to Work Interview (RTWI)

The purpose of the RTWI is to ensure the colleague is fit to return to work and to identify if they require any support. Line managers should prepare in advance for the RTWI by obtaining the absence details for the current absence and familiarising themselves with:

- The reasons for any previous absences
- What the colleague’s trigger point is
- Whether the colleague currently has any disciplinary record for poor attendance

A RTWI must be held by the line manager following each period of absence and should be scheduled as close as possible to the start time on the day the colleague returns to work. The RTWI should be carried out face to face but may be over the telephone if this is not possible. However, red RTWIs or RTWIs for colleagues returning from long-term sickness must be carried out in person.

The RTWI should take place in a private area and the appropriate RTWI form should be completed noting the key points of the discussion and any further action which may be

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taken (i.e., follow up medical reports or regular reviews). Both the manager and the colleague should sign the RTWI form.

If a line manager is carrying out a red RTWI, they must seek guidance from Employee Support and only after the RTWI has been held is it appropriate that a decision is taken with regard to whether any further action is required.

Once completed, the RTWI should be forwarded to EmployeeSupport@glencleaning.co.uk who will store the document appropriately. Following each absence, the line manager must conduct a RTWI.

Absences are measured by the use of trigger points. Dependent on the number of occasions of absence, line managers should use the trigger points to commence the formal absence procedure and schedule a meeting to manage the absence appropriately.

Following a red RTWI the line manager must decide based on the findings in that meeting whether the persistent short-term absence warrants a move to a formal disciplinary hearing for poor attendance and reliability in line with the Glen Disciplinary policy.

Line managers or colleagues can seek advice from Employee Support at any time, and if there is an underlying reason behind several short-term absences, they can arrange an appointment with Occupational Health through Employee Support.

Please note that serious or related illnesses, absence resulting from a disability or maternity-related illness will be reviewed separately with Employee Support.

10 Long-Term Sickness

An absence of four weeks with no return date provided by the colleague is treated as long-term sickness. In this instance, the line manager should liaise with Employee Support to arrange a welfare meeting with the colleague to discuss their ongoing absence. The line manager should attend this meeting, with support of Employee Support.

The welfare meeting can take place at the colleague's home address or at a mutually agreed location if the colleague would prefer. The circumstances and nature of illness should be taken into account when deciding the best location for the meeting. During this meeting, discussion must take place regarding the nature of the absence, expectations of when the colleague will be able to return to work and any support required.

The line manager will use a Welfare Meeting Form to capture notes of the discussions that take place during the meeting. A summary of the discussion would be confirmed in writing from the line manager, with Employee Support following the meeting.

Where long-term sickness absence continues, the line manager in conjunction with Employee Support should review this. Further welfare visits should be arranged every four weeks whilst absence continues. Prior to each meeting, the nature of the absence should

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be considered and, if necessary, support will be provided to the colleague including obtaining doctor reports or referral to Occupational Health or Health Assured EAP Services.

Dependent on the nature of the illness, it may not be appropriate to visit the colleague and telephone contact may be an alternative to stay in touch. This should be agreed between the line manager, the colleague, and Employee Support.

Where no return-to-work date can be confirmed after a period of no more than six months from the date that the colleague started their period of long-term sickness absence, the line manager should reach a decision, with Employee Support, based on medical and legislative grounds regarding the colleague's continued employment.

Following the period of no more than six months, should the medical evidence not support a return to work in the foreseeable future, the line manager may invite the colleague to a formal absence management hearing to discuss their capability to fulfil their substantive role.

The line manager should consider any reasonable adjustments that Glen can make to support a return to the workplace. This process could result in a termination of the contract of employment on grounds of ill-health capability or ill health retirement.

The colleague will receive at least 48 hours' notice prior to the hearing, has the right to be accompanied to this hearing by a Glen colleague or union representative, and the right to appeal the outcome.

If the colleague has refused permission for Glen to obtain a medical report or Occupational Health referral, a decision following the Absence Management Hearing about their employment will be taken using information obtained through all meetings. The outcome of which may be termination of the contract of employment on grounds of ill-health capability.

11 Phased Return/Light Duties (following long-term sickness)

Following long-term sickness, in conjunction with advice from Occupational Health or the colleague's doctor, a phased return to work programme may be considered; this may involve a reduction in hours or light duties for an agreed period. Line managers will discuss and agree any such programme with the colleague on a case-by-case basis, with Employee Support.

All agreed phased return programmes will be confirmed in writing to the colleague stating a timescale and expected date of return to full duties. At the end of the phased return programme, a meeting will be arranged by the line manager to review the colleague's progress. In instances where the timescale has been reached and the colleague continues to be unable to return to their full duties, the colleague's capability to carry out their role will be considered.

If the colleague's doctor recommends a phased return on the Fit Note, the colleague will be paid for the hours they work, and the remainder of their contracted hours covered by any entitlement to company sick pay. If the colleague has no entitlement or exhausted their

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sick pay entitlement, the hours not worked for the period of the phased return programme will be unpaid.

Health and Wellbeing Passport

In order to document the agreed reasonable adjustments, it is advised that the colleague and line manager complete a wellbeing passport on the colleagues return to work with the help of Employee Support.

The Health and Wellbeing Passport is a simple document, which can be completed by any Glen employee who feels their health, disability, or circumstances (e.g., having caring responsibilities) could have an impact on their ability to work, either currently or at some point in the future. A carer is defined as, "a colleague responsible for the care and support of a disabled, elderly or sick partner, relative or friend who is struggling to care for themselves".

Completing a passport is voluntary and there is no record made of who has or has not completed a passport. The passport can be downloaded and completed at a 1:1 with their line manager. Its completion is aimed to provoke discussion about balancing business and colleagues' needs and to record the outcome of that discussion. After completion, the passport can be reviewed quarterly or more frequently if preferred, at the discretion of the colleague and line manager. Once completed, the passport is treated confidentially, but if the colleague's line management changes, the passport should be handed over to the new line manager, whilst maintaining confidentiality. This removes the need to repeat personal information and renegotiate local agreements already reached between the original line manager and the colleague; the passport will be recorded by Employee Support.

12 Annual Leave

Any request from a colleague to use annual leave to cover sickness must not be granted; this leads to inaccurate reporting of absence.

Sickness absence contributes towards a colleague's continuous service and they will continue to accrue annual leave as normal during periods of sickness absence. If a colleague is sick during a period of annual leave, they can reclaim that period of leave providing they comply with the requirements laid out in this policy.

If a colleague has scheduled annual leave during a period of sickness absence, they must report in sick following the normal process and provide a Fit Note to support their claim.

Where a colleague on long-term sick leave is unable to use their leave entitlement due to continued sickness, they will be permitted to carry forward unused statutory holiday (20 days per annum, pro rata for part time colleagues) into the next leave year. Any leave carried over into a new leave year must be used within three months of returning to work.

Where employment is terminated at the end of the sick leave period, colleagues are entitled to payment in lieu of any accrued statutory annual leave not taken. If employment termination is within a new leave year and the colleague has not returned from sick leave, they will receive all outstanding payment for leave not taken from the previous year in addition to any accrued in the new leave year.

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13 Absence Without Leave (AWOL)

When a colleague, who was expected to report for duty, fails to do so and has not informed their line manager of the reason for their absence, the line manager should, in the first instance, attempt to make contact with the colleague by telephone to identify the reason for the absence. If the line manager is unable to contact the colleague on their personal number, an attempt should be made to contact the colleague's next of kin. If the line manager is still unable to contact the colleague and they do not return to work the following day, Employee Support with aid the line manager by writing to the colleague's home address/ email stipulating a deadline of three working days to contact their line manager.

Should the colleague fail to contact their line manager within three working days, the line manager should inform Employee Support who will write to the colleague with a further deadline of three working days to contact their line manager.

If the colleague still fails to contact their line manager by the given deadline, the matter will be dealt with, with or without the colleague's attendance, through the disciplinary procedure. A potential outcome of the disciplinary hearing may be dismissal.

If the colleague returns to work, the line manager should complete the appropriate RTWI and ascertain the reason why the colleague did not follow the absence reporting procedure; depending on the outcome of this discussion and number of trigger points accrued, disciplinary action may follow.

14 Medical and Dental Appointments

Colleagues are expected to make every effort to ensure that routine appointments are made before or after the working day. Where this is not possible, it is expected that appointments will be arranged to minimise disruption to their work. Therefore, appointments should be made at the beginning or end of the normal working day. Providing colleagues notify their manager in advance along with proof of the appointment, time off for these appointments will be treated as paid time off.

In the unlikely event that the appointment lasts for more than half the day or half a shift, it will be treated as sickness absence. This may include pre-arranged appointments for:

- Consultation or treatment at hospital or doctor's surgery
- Referral appointments, e.g., physiotherapy
- Dental consultancy/treatment

Where a colleague is required to attend a number of appointments during working hours (e.g., for long-term treatment as an outpatient) Glen may require that time is taken without pay or that it is made up by working additional hours at other times. Where a colleague has a recognised disability, Glen will deal with requests for time off sympathetically while continuing to consider business constraints.

Glen the right to request the submission of an appointment card and/or proof of attendance.

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All colleagues, irrespective of service, are eligible for reasonable time off to attend such appointments.

15 Timekeeping

Colleagues are expected to be at work and ready to start on time. If, for any reason, a colleague realises that they will not be on time, they should inform their line manager by telephone as soon as possible, and indicate what time they expect to arrive.

Poor timekeeping should be discussed on the day the lateness occurs. Where a colleague has persistent lateness (four or more separate occasions of lateness over a 26-week rolling period), the line manager should discuss this with Employee Support and it may be addressed in line with the Glen disciplinary policy, it will be judged on a case-by-case basis.

16 Non-Genuine Absence

If there is reason to believe that any absence is non-genuine, it must be fully investigated by the line manager and where appropriate, disciplinary action will be taken.

17 Absence during Probationary Period

RTWIs must be carried out after each occasion of absence, explaining to the colleague the consequences of them failing to improve attendance. If the colleague has one period of absence of over four weeks during their probationary period, In this instance, the colleague's probationary period may be extended.

If the colleague is at an Amber or Red RTWI during their probationary period, this could potentially lead to termination of their contract due to unacceptable attendance and reliability.

18 Training on the Absence Policy and Process

The absence reporting procedure is in every employee's contract of employment and absence is covered at a colleague's induction, during which new colleagues are made aware of the standards of attendance expected from them. An updated version of this policy is available on the employee portal. When colleagues are absent due to a serious illness, it is important for line managers to keep in touch with their colleagues and offer assistance, including considering a phased return to work.

Glen commits to ensuring all managers undergo the Managing Absence internal training to become fully familiar with the policy and process.

19 Occupational Health

Glen aims to promote the physical and mental wellbeing of all its colleagues. This can be achieved through early intervention when problems arise and rehabilitation after illness, taking advice from specialists like those available through the Occupational Health Service (OHS). Referrals are via Employee Support and may be made:

- Where a colleague has been absent for four weeks continuously or more with no return to work date

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- Where a manager believes there is an underlying cause with regard to short term absences
- Where previous reports/referrals indicate improvements should be expected and these have not occurred in an acceptable time period
- Where we require more detailed information about a condition and its effects
- Where a phased return to work programme is being arranged for a colleague returning from long-term sickness.
- If a colleague has returned to work following a surgical procedure

Once a referral has been made, the OHS provider will contact the colleague directly to arrange an assessment, which may take place face to face or over the telephone depending on the nature of the condition. Once the assessment has taken place, a report will be produced that may support the line manager and Regional Manager to put in place reasonable adjustments where appropriate to support the colleague with their return to work or continued attendance at work. Glen reserve the right to require colleagues to undergo a medical examination by a doctor appointed by the company or OHS provider at any time during employment. If the colleague refuses to see the company-nominated OHS provider or refuses to provide consent to access their medical records, a decision about their continued employment will be made based on the information available.

22 Associated Documents

- RUG to Managing Absence
- Helping Hands Programme
- Annual Leave Policy
- Disciplinary Policy
- SSP1
- Managing Disability at Work

SIGNED
Managing Director

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