


your employee
handbook



Welcome
aboard.

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You can get copies of any of our policies and procedures on Blink or ask your Line Manager. We wish you all the very best for your career with Salutem.

Foreword...

WELCOME TO OUR TEAM

Hello and welcome to The Salutem Group. It is great to have you on board as part of the team.

The Salutem Group was founded in 2016 and we are now the fastest growing operator in the speciality care sector. We are the proud owners of 126 services including residential homes, schools and day care facilities.

We provide Care and Education for more than 1,300 individuals across the country, each with their own unique needs. We are very ambitious about ensuring that they each get great care and that all of our Services are fantastic places to live and work.

We truly believe that our people are our greatest asset. We know many companies say that, but few of them mean it as we do. We employ more than 2,500 passionate people across our four divisions, Pathways, Modus, Clearwater and Ambito who share our vision of providing great outcomes for those in our care.

Naturally, in return for all of that passion and commitment we like to give something back. It is important for all of us to be respected for the great work we do and to receive recognition for a job well done. So ensuring that you know you are appreciated and supported are always top priorities for us as well as helping you develop your skills and giving you the tools and support to progress your career.

At The Salutem Group, everything we do is underpinned by our values and behaviours, which you will find out more about in this handbook. It forms the basis of our culture and shows the outside world what we are all about and how we do things at The Salutem Group.

We look forward to working with you during your career with us.

John Godden MBE

Chief Executive Officer

Salutem Care and Education



What we do...

Our Senior Leadership Team



Martyn Hegginsbotham — Managing Director

Welcome — I have worked in social care for a number of years supporting a range of service user's groups. I have worked within a number of larger organisations including Craegmoor, Priory Group, Cambian Healthcare and Barchester Healthcare however I have additionally worked with smaller providers.

I am also a NED (Non-Executive Director) of a local CIC providing care and support to vulnerable people in the local community. I started my career as a Carer, and I have progressed in a number of roles- both operational and in quality and strategy.

I am committed to ensuring the people we support get the best possible care and support, which is provided by a well-motivated and trained staff team that are well led! I enjoy that as an organisation we can be different, and we can think outside of the box!

I joined Salutem in February 2018 - to be part of an amazing journey - and we are definitely on it!



Kelley Fray — Managing Director — Education

Welcome to the Salutem Group! My name is Kelley Fray and I am the Managing Director of Ambito Education.

I have spent over 20 years working in SEND, both in day and residential settings and have been responsible for managing large groups of Schools, Colleges, Children's Homes and Clinical Services.

I believe that education of any kind is the key to supporting a person to be the best version of themselves whether that's formal education or training, vocational training or life skills. I want to break down barriers to education and ensure that learning at all ability levels is recognised and celebrated. I am supported by a fantastic team of Principals, operational teams and a Divisional support headed up by Rachael Wright, who keeps us all organised.

I wish you every success and happiness in your new career in Salutem.



Paul Lawes — Group Chief Financial Officer

I manage the financial strategy and finance team for the business, as well as the group's banking relationships and I'm a member of the Board. I am supported by an experienced Finance Team based at our central support office in Windsor.

I am a highly-experienced leader of commercial and finance teams in the aviation, leisure and hospitality sectors. I joined Pathways in November 2017 and led the business through 4 acquisitions and a major finance restructuring.

Previously I was CFO at No1 Lounges, the award winning airport lounge, travel spa and pod hotel business and also spent over a decade with the Virgin Group working in tax, finance and corporate development.

Paul is a chartered accountant, chartered tax advisor and he holds an MBA from Cranfield School of Management.

What we do...

Our Senior Leadership Team



Gary Laville — Group Quality and Governance Director

Welcome. I have worked in Social Care for 35 years in many areas including Residential Units, day service transformation, training and development, setting up and managing a social work teams, an operational and commissioning manager for health and social services and Lead Safeguarding/Mental Capacity Act Manager. I have worked in all groups of vulnerable people but predominantly with people who have a learning disability and people with a physical disability.

My main passion is ensuring that the most vulnerable receive support to be safe and secure in their lives to be able to make real choices and to feel empowered around those choices. I am supported in my role at Salutem by a Quality and Governance Team which includes a Data Protection Officer, Group Head of Quality and Quality Managers, Group Head of Regulation and Compliance and Designated Safeguarding Lead for CYP services and a Group Head of Policy and Performance and Manager. I am also supported by a Positive Behaviour Support Team. As a team we aim to support Services to be OUTSTANDING and our agenda incorporates new and better ways of working.



Kirstie Jones — Group People Director

Welcome to the Salutem Group. I am delighted you have made the decision to join the Salutem family. My role is to support the Board and Senior Leadership Team and wider group in the people related areas, learning and development, recruitment operational HR and payroll. To support me with this I have a fantastic team.

You will find all of our contact details in your service or from your Line Manager or on Blink.

We are here to help and support so always ask if you are unsure of anything. If your line manager can't answer, then please get in touch. We have a dedicated inbox for general queries hr@salutemsharedservices.co.uk.

Enjoy your Salutem career and good luck.

What we do...

Our Senior Leadership Team



Claire Collins— Group Director of Corporate Services

Congratulations on joining the Salutem family! I am the Group Director of Corporate Services responsible for many of the non-operational aspects of the business that are needed to ensure you can focus on the people we support. Some of the projects I run include contract management, document shredding and archiving. I'm also responsible for the insurance we have that protects both employees and our service users. Apart from these projects I am in charge of our company books and records and handle property queries related to our buildings and leases.

I worked in the financial sector for 20 years before joining Salutem at the beginning in April 2017 which was a massive change in career for me. I quickly discovered that I had joined an organisation where people are friendly, care for each other and genuinely want the best outcomes for everyone.



Heidi Stewart—Group Commercial Director

Welcome to Salutem.

I have worked in Commercial roles for over 25 years. Originally as a Marketing Director for a global outsourcer I moved over to Commercial Development roles 15 years ago working for a wide range of public and private sector providers in the UK, Australia and America. I have worked in varied sectors including health and social care, welfare, housing and mental health.

I was previously a member of the Governments Mental Health Taskforce and All-Party Parliamentary Group for Health and Social Care, I have also been a trustee for the Big Issue and a mentor for the Princes Business Trust and Virgin Start Up.

What we do...

**SALUTEM CARE
& EDUCATION** 

A Salutem Company • We are HumanKind

**SALUTEM
SHARED SERVICES** 

A Salutem Company • We are HumanKind

**AMBITO CARE
& EDUCATION** 

A Salutem Company • We are HumanKind



Our values...

Salutem Core Values

Salutem Healthcare does only one thing and has only one objective. We Care. In every possible meaning of that word.

Our **Mission** is to create a **meaningful** and **fulfilled** life for the people who use our services by delivering individualised care, support and education.

Supportive

Ambitious

Loyal

Unique

Transparent

Engaging

Meaningful

S

- We are **Supportive** by promoting opportunities for everyone so they can reach their full potential

A

- We are very **Ambitious** to provide the best possible outcomes for the people who use our services

L

- We are **Loyal** because we put the people that we support and our staff at the centre of everything we do and we deliver on our promises. We also are committed to ensuring that our services are meeting the needs of all stakeholders

U

- We are **Unique** because we are ambitious and innovative about the diversity of the services that we provide without compromising quality

T

- We are **Transparent** by being open, honest and fostering a culture of mutual respect. We promote a culture where we learn by our experiences and we are committed to doing things better and setting the highest standards in what we do

E

- We are **Engaging** because we work in partnership with the people that we support, our staff and all our stakeholders

M

- We encourage everyone to experience a **Meaningful** life by being aspirational and by offering opportunities



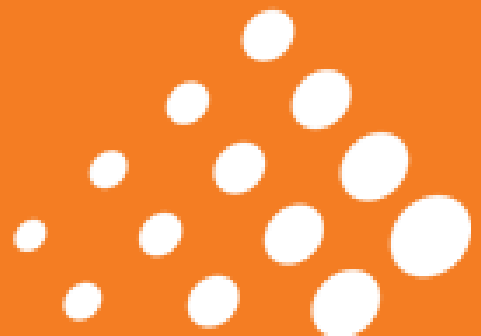
Our Company Behaviours...

Supportive

- We maintain clear and appropriate professional boundaries in our relationships with people we support at all times
- We always treat people with respect and compassion
- We promote people's independence to exercise their rights and make informed choices
- We promote opportunities for the people we support and our staff to ensure everyone can reach their full potential
- We support and encourage each other to develop
- We always explain and discuss any support with the individual ensuring they are at the centre of any decisions

Ambitious

- We are the driving force in helping both the people who use our services and our colleagues, to succeed
- We inspire both the people that we support and our colleagues, to embrace opportunities so they can reach their full potential
- We are progressive, forward thinking and always striving for excellence in everything we do



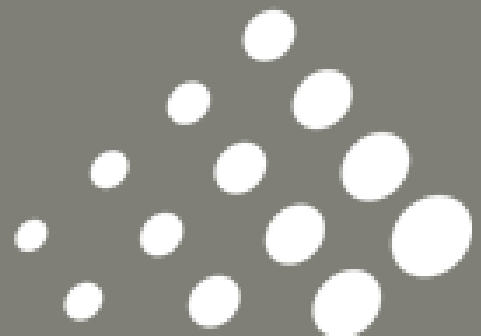
Our Company Behaviours...

Loyal

- We put the people we support and our staff at the centre of everything we do
- We make decisions based on the best interest of the people we support, our staff and stakeholders
- We do what we say we will
- We behave in a trusting manner

Unique

- We respect the individuality and diversity of the people who use our services
- We are ambitious about growing and expanding our services without compromising quality
- We bring new ideas to the way we do things
- We are willing to try new things
- We encourage and support innovation



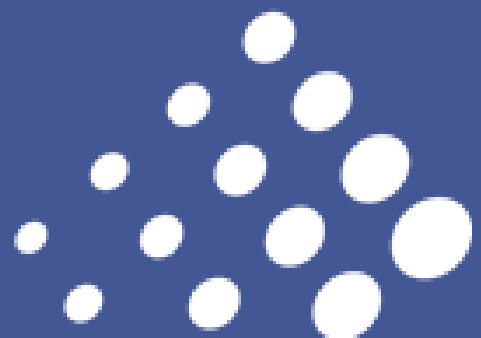
Our Company Behaviours...

Transparent

- We consider things from other peoples' points of view
- We communicate respectfully with people who use our services, being open, accurate, straightforward and confidential
- We behave in an ethical way
- We maintain our integrity at all times

Engaging

- We do good things for each other, the environment and the community
- We appreciate diversity and encourage it
- We celebrate success and say thank you
- We listen to and learn from others
- We work in a collaborative way to ensure that the outcomes are positive for the people who use our services and our staff
- We listen and act upon what we are told



Our Company Behaviours...

Meaningful

- We ensure that everything we do has a purpose and a meaning
- We ensure that everything we do supports the growth of the people we support and our staff to meet their full potential and future aspirations
- We believe the people we support, our staff and stakeholders are significant and we will listen to everyone's voice





Communication...

At Salutem, we engage with our people across a variety of channels and about all sorts of different things. We always want you to keep in touch and share your stories as your role develops.

Contacting colleagues

If you have any queries about Salutem or your employment, your first point of contact should be your line manager. If they can't help, they will be able to find the best person for you to speak to.

Payslips, noticeboards, Intranet

If we have a message we need to distribute to everyone, we will use a range of tools. If it's a short communication, we can usually print it on your payslip—so make sure you keep your eyes open for any messages as well as seeing how much you have been paid.

Longer messages will usually be posted on noticeboards in offices and services and may be discussed as part of a team meeting.

Please make every effort to read and/or listen to company communications—that way you'll be up to speed with everything that's going on in Salutem.

You will also be able to access all the information you may need, including the policies referred to in this handbook, on Blink. The Salutem website is also an excellent source of information. You can also ask your line manager for copies of any other policies you want to read.

Email Addresses

If you don't have a company email address and are willing to share your personal email address with us, we can use this to send communications to you, for example to offer you the opportunity to take part in one of our employee benefit schemes. It will be

important for you to keep us up to date with your current email address, so let your line manager know if you change your email address.

Company Newsletter

Our Company Newsletter is produced every quarter and has lots of information about what is going on in the organisation. The latest (and back issues) of the newsletter is available to download from our website:

<https://www.salutemcareandeducation.com>

The Press

Please never talk to the press, the only people who can do this are our Chief Executive and the other members of the Board. It's better to say nothing at all to the press and advise them to speak directly to the Windsor support office.



Remember: We do have a social media policy that is available on Blink or via your Manager

Communication...

Welcome to



Your new workplace tool.
Reach everyone. Feel empowered. Transform your engagement.

Blink — Internal Communications App

At Salutem we communicate internally using Blink, a digital communications tool to support us all to connect better and provide the best outcomes for people in their homes and schools. The Blink app enables us all to communicate instantly, across the organisation, with a dedicated Salutem newsfeed, on your phone or computer.

As well as being an app, Blink is accessible in various different ways which is key to an effective communications tool. You can log into it via your computer, download the app for desktop, and of course download it to your mobile phone. Regardless of how you choose to login, the various platforms are universal and have all of the same features for staff.

Blink is not just a communication tool, but also a place we can store key documents, policies,

links and files. These will be easy to access via a mobile phone or laptop. It's important to access these policies so you can do your job to the best of your ability.

Remember Blink is an internal tool, and although we can access it on our personal devices it's important that pictures, documents and information is not shared externally unless you have permission to do so.

If you need any support with setting up or using Blink, please reach out to the Marketing Team:

marketing@salutemsharedservices.co.uk

Communication

useful numbers

Safeguarding

If you need to raise a concern regarding a child or adult that is at risk—contact your line manager or relevant Director

Head Office

01753 255777

Our Head Office is based in Windsor—you can contact our Head Office Functions by ringing this number—including Payroll

Whistleblowing

07526 178466

07526 178467

Speak out about poor or abusive practice—See our policy for further information

Employee Assistance Programme

0800 0305182

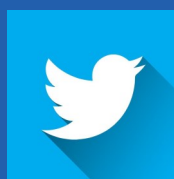
24/7 confidential helpline for employees for when life is challenging



Salutem Care
and Education



Salutem Care
and Education



@SalutemHC



@ Salutem Care
and Education

Welcome to Salutem...

In a large organisation, we know it is sometimes hard to get all the information that you need.

Your line manager should be able to support if you do have any questions and there is also a lot of information in this staff handbook.

Policies and Procedures

We have a number of policies and procedures not only regarding your own employment but also about how best to support the people we support every day.

These are available on blink. You will receive your log in details when you first join us. There is more about blink later in the handbook.

iTrent Employee Self Service

Need to submit a holiday request, change your address or other personal details? You will be able to do this via iTrent Employee Self Service.

iTrent Employee Self Service is a web based tool that allows you to view and in some cases update some of the information on the database—you will be given full training on how to use this very easy system.

In the meantime, please speak to your line manager if you want to book a holiday or change your personal details.

Induction Training

We have a comprehensive induction programme for all new starters that will guide you through the first few weeks in your new role.

Great discounts from Perkbox

Perkbox includes over 200 exclusive perks from money off meals out, to great price cinema tickets. You can also stay in tip-top shape with hundreds of free high-quality wellness classes, or make great savings shopping on the high street or if your prefer—on-line.

Employee Support Hub / Perkbox

We know that everyone goes through ups and downs in life and it always helps to have someone to talk to. Here at Salutem we have signed the Time to Change Employer Pledge in 2020. We want everyone who works here to feel they can be open about their mental health and ask for support if they need it.

The Employee Support Hub includes access to a phone line that will connect individuals with qualified therapists.

The service is free, confidential and can be used 24 hours a day, 7 days a week by phoning 0800 030 5182. Alternatively, you have the option to log on to a specialist on-line portal and talk to a therapist through a live 'chat' or Skype.

There is also a wealth of information health and wellbeing issues on Perkbox and blink.

proud to support

time to change

let's end mental health discrimination



Information technology

Information technology is an increasingly important part of our working lives and at some point during your career with us you are likely to use a computer or other IT equipment.

There are some key principles we would like you to follow when using IT equipment for work:

- IT is intended to promote effective communication and working practices
- Misuse of IT can damage the business and our reputation
- You are responsible for the security of any equipment allocated to you and you mustn't allow it to be used by anyone else
- You should lock your computer/laptop or log off when leaving it unattended or leaving the office to prevent anybody else from accessing it in your absence
- You should always use passwords on all IT equipment. You must keep this password safe and change it in line with our IT Policy
- You mustn't use another person's username and password, or make your own available to anybody else unless specifically authorised to do so
- If you are issued with a laptop/computer or mobile telephone, you must ensure that it is kept safe at all times. Passwords must be used to secure access to data on any equipment in case of loss or theft
- Remember—if using your laptop in a public place—information could be read by a third party e.g. passengers on public transport
- Keep your email signature and contact details up to date via our IT Partner Evercom

- Only use your email for work purposes, so not for personal messages, non-work website registrations or forwarding email chain letters, jokes, etc.
- Be aware that Saludem is able to monitor and record all your activity on any of our IT equipment. This will be used by IT to investigate usage if requested to do so by the people team.

It is your responsibility to know which policies and procedures apply to the IT systems and application that you will use and update yourself if any changes to these documents are made. If you are in any doubt, please contact your line manager

Communications policy

We recognise that social media can be an exciting way of communicating in both our professional and personal lives. Used responsibly, social media provides an effective way to keep abreast of new trends and topics and to share information and perspectives.

Given the reach of the internet we need to make sure that we always portray Saludem in line with our strategy and treat employees, services users and others with respect.

Whilst you are welcome to participate in social media, we expect you to understand and follow the principles set out in the communications policy. Please make sure you familiarise yourself with this policy and its associated policies as it is your responsibility to know their contents and update yourself if any changes to those policies are made.

References

If you have any issues relating to your IT equipment, please contact Evercom Technology Ltd on 0800 849 5555

Information technology

Email

Email is a great way to communicate, but you could be sending sensitive information to someone who shouldn't know. Think twice when sending emails: is it really the most appropriate medium for this information and do all the recipients really need to know?

Remember, when drafting emails

- Be clear, concise and to the point
- Be clear with your tone—your audience can't read your body language, vocal tone or facial expression which makes it really easy for them to misinterpret your message
- Imagine your email being read on the front page of a newspaper—never say anything in an email that you wouldn't want published.

If you receive an email in error—you should inform the sender straight away.

If you correspond with third parties, your email should be written as professionally as a letter.

And finally, you mustn't send abusive, obscene, discriminatory, racist, harassing, derogatory, defamatory or any other inappropriate emails as these could give rise to claims from the recipient.

Mobile Phones

Some colleagues may be issued with a mobile phone in the course of their work. If you do have a work mobile, you will be required to ensure it is password protected in case of loss or theft.

Work mobile phones must be used appropriately and should not be used for making personal calls.

If you work directly with Service Users, or in open plan working environments, personal mobile phones should be switched to silent and should only be used in an emergency.

Please refer to our policy on [Bring Your Own Device](#) if you are using a personal mobile for work—this can be found on Blink.

You should not use any mobile phone for the purposes of photography or recording in work or when supporting services users on holiday (unless you have their permission).

Please make sure you familiarise yourself with Salutem's IT and Telecommunications policy—your manager will be able to give you a copy.

Data Protection

As your employer, we need to hold certain information about you to meet our legal responsibilities but also for other more practical reasons, for example to ensure you are paid correctly. We understand the importance of data protection so we are committed to correctly collecting, using and storing the data we hold about you.

When you start working for Salutem, you will be asked to complete a number of forms, most of which will be held on your personnel file for the duration of your employment with us and for some time afterwards too. This information, along with other employment documentation such as your contract of employment, your certificates of qualification and your annual appraisals are covered by the Data Protection Act 2018 and in line with GDPR guidelines.

This means that Salutem must ensure these documents are kept secure, including information stored in computerised systems, and are accessible only by those individuals who specifically need access to them, such as your line manager, payroll or HR.

Information technology

Sharing data with third parties

Salutem may share your data with third parties to provide you with benefits associated with your employment, for example, Perkbox, life cover and pensions. In the event of Transfer of Undertakings (Protection of Employment) Regulations (TUPE), we will provide your full employment data at the point of transfer.

Confidentiality

During your time with Salutem, you may have access to confidential information regarding our business, finance or service users, which is not readily available to people who do not work for us. In the same way as we are committed to protecting your confidential data, we want you to keep ours secure too and ensure you do not disclose it to a third party. In some circumstances, you may be asked to sign a confidentiality agreement to confirm your discretion with sensitive information.



Recognising your individual potential

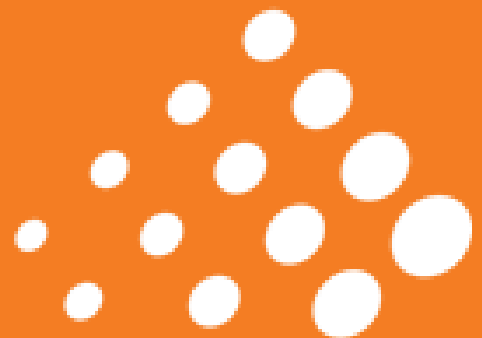
Supervision

Appraisal

**Training &
Development**

Diversity

**Performance
Management**



Recognising your individual potential

Salutem's success is a direct result of the experience and quality of our people. We're totally committed to maximising the potential of each and every individual and embracing inclusion in the workplace.

Performance Management

We believe that people work best in an environment that encourages openness and honesty in a positive, constructive and professional way. We encourage communications which are two way, involving a balance of feedback and active listening from both manager and employee, not only in planned supervision meetings, but through regular, ongoing discussion, feedback and informal reviews of performance. We recognise that the day-to-day opportunities for discussion around performance will subtly maintain and improve the performance of all our employees.

Supervision

Supervision meetings offer the opportunity for you and your manager to discuss what you need to do, how you need to do it, and how they can support you to realise your full potential, as well as reviewing your performance. We encourage all managers to plan regular supervisions with their team members.

Annual Appraisal

The annual appraisal process is a forum for agreeing objectives and work plans, discussing development needs and reviewing your performance and development against agreed objectives and plans. It is also a great opportunity to discuss your career aspirations.

We do expect all our staff to engage with the Annual Appraisal process and be accountable for their own performance and development.

Please see our [Appraisal Policy](#) which can be found on blink.

Training and Development

We recognise that for you to be able to perform your role to the best of your ability, you may need some development in key areas.

We believe that development is an on-going process, supporting employees to maintain good performance and encouraging excellence. Continuing Professional Development can be achieved through a range of informal and formal learning that supports you to increase your range of skills, knowledge and experience. This could take the form of

- Formal training
- Coaching
- Shadowing
- Mentoring
- Project Work

Mandatory and specialist training is delivered through a blended learning approach. You will have access to our e-learning solution, called My Learning Cloud from the moment you start. For our Children and Education services you will have access to Educare as well as My Learning Cloud that enables you to access specialised children and education e-learning modules. In addition, you will also attend face to face training for the specialist topics and have access to funded training courses. My Learning Cloud is an award winning solution that is designed for the social care sector.

Once you have successfully completed your probation, you can with your manager's permission apply to enrol onto a formal qualification. We are currently supporting our staff to complete workplace apprenticeship qualifications with our approved training providers. Further information on the types of qualifications available can be found on Blink or by contacting the learning and development team at:

training@salutemsharedservices.co.uk.



MY
LEARNING
CLOUD

Diversity

We are completely committed to ensuring we provide equality of opportunity in all aspects of employment as well as ensuring that we support and develop the diversity of our workforce, making full use of the talents and resource available.

All our policies and procedures are strongly influenced by our desire to

- Have a highly motivated and talented workforce
- Be a supportive and engaging place to work
- Ensure rights and responsibilities, both individual and organisational are established, clear and communicated
- Create an environment that promotes dignity and respect and where the views of staff and volunteers are valued and individual differences are embraced and accepted
- Demonstrate our opposition to discrimination

Please see the [Equality and Diversity Policy on blink](#).

Monitoring

To ensure the aims and commitments of our Equality and Diversity policy are achieved, the People Team will ensure regular monitoring takes place.

That's why we ask you all to complete information relating to your gender, race, faith and disability on your new starter form—please complete it to help us monitor whether we are achieving our aims. Where necessary, targets and performance management objectives will be set for specific areas in need of improvement along with the necessary support and training.



Watching out for each other...

Salutem know how important trust is in any relationship—this includes the work place. Therefore, it's necessary to have some guidelines on the do's and don'ts in the working environment, so that everybody is clear on the standards expected.

We seek to promote high levels of personal and corporate conduct by creating a safe, supportive and productive working environment where colleagues act responsibly and in support of obligations outlined in this handbook.

General Obligations

Everybody we support and stakeholders are entitled to expect the highest standards of conduct from all our staff.

We therefore have an expectation that all staff will act in accordance with the policies and procedures laid out by Salutem thereby promoting equality and diversity by not discriminating unlawfully against any person.

All individuals deserve to be treated with respect, regardless of their race, colour, nationality, age, marital status, gender, sexual orientation, disability, religion or belief.

We expect all staff, both in their official or private capacity to conduct themselves in such a manner which could not reasonably be regarded as bringing the organisations name into disrepute.

Disclosure of Information

You must not disclose information given to you in confidence by anyone or information which you believe is of a confidential nature without the express consent of the person authorised to give it.

Information gained in the course of your employment should not be used for your own personal gain or to advantage or disadvantage anyone known to you or to disadvantage or discredit Salutem.

You are not permitted to speak to the media or make any representation on behalf of Salutem without express permission of the relevant director.

Disclosure of criminal offences

You are expected to comply with Salutem's DBS policy and procedure.

You must disclose any cautions, police warnings, arrests, criminal charges or convictions brought against you during your association with Salutem regardless of whether or not they directly relate to your duties within the organisation. This disclosure must be made in writing to your line manager.

Potential conflicts of interest

There is an expectation that your conduct, behaviour and attitude do not conflict with the aims and interests of Salutem or its stakeholders. In addition, you mustn't use your position with Salutem or information acquired in the course of your employment for personal gain or private business interests (yours or the interests of others).

You are required to sign a Declaration of Interest Form before commencing your appointment with us and you will be required to complete a new declaration if your circumstances change during your employment.

This declaration seeks to demonstrate that an individual, partner or relative will not receive material benefit through your involvement in Salutem's activities. It is also to ensure that an individual's judgement or practice in carrying out of their duties is not compromised. This situation would arise where circumstances could potentially bring about some personal or business gain (a duality of interest) or where Salutem's interest and a personal or other business interest coincide (a conflict of interest).

Both types of interest should be declared, and guidance on interpretation should be sought from the relevant director.

Gifts, hospitality and sponsorship

You should avoid accepting gifts or receiving or accepting hospitality, except in limited circumstances and in line with this Handbook and the Bribery Act 2010. Gifts should never be solicited and gifts of cash should never be accepted.

It is a criminal offence for a member of staff to receive or give any gift, loan, fee, reward or advantage for improperly doing or not doing anything or showing favour to any person in their official capacity. It would be for you to demonstrate that any such rewards have not been corruptly obtained. You must treat with caution any offer, gift, favour or hospitality offered to you. Gifts or hospitality also include any opportunity to acquire goods or services at a price or on terms at which they are not readily available to the public.

You must not accept personal gifts from contractors or suppliers other than small value gifts such as pens, diaries or calendars. If accepting hospitality you should be mindful of the timing of any decisions relating to that particular contractor or supplier and the hospitality received should be appropriate in the course of business.

Gifts of value should not be accepted from a service user or their families. However, if a customer wishes to give a small gift (with an assessed value of £15 or less) this should be discussed with your manager and permission obtained. A record should be kept detailing the value of the gift and when it was given.

If a service user or their family wish to give a gift to a particular service then staff should discuss this with the relevant Director.

You are permitted to buy gifts for service users, for example for a birthday celebration, but the cost should not exceed £15. This should be discussed with the service manager first and permission should be obtained.

Your manager should keep a record detailing the value of the gift and when it was given.

You are not permitted to solicit service users to include you in their will or act as a service user executor. Nor are you permitted to advise in the preparation of wills, deeds or gifts or any other legal document unless this specifically forms a part of your job description.

In line with the Bribery Act 2010, you are not permitted to receive bribes or offer bribes or hospitality to obtain or retain business or a business advantage for the organisation, e.g. when bidding for a contract or at any stage of a procurement tender, or an advantage in the conduct of business. The Bribery Act also creates an offence of failure to prevent a bribe being paid on an organisation's behalf.

Fraud

All employees must ensure that they fully understand and comply with Salutem's Fraud policy. A failure to comply with this policy will be considered a serious disciplinary matter.

Accountabilities and responsibilities

Salutem expects that you will be accountable for your own performance, the quality of your work and to realise that it is your responsibility to meet relevant standards of practice and work in a lawful, safe and effective way, upholding Salutem's vision, purpose, and beliefs.

You can expect the right to appropriate leadership and to receive fair management and supervision given in an open and supportive environment. Those who delegate work to others remain accountable for the work done.

All staff are responsible for actively and cooperatively participating in the appraisal process and adhering to the behaviours set out in this handbook. You are also responsible for participating in continuing professional development to achieve the competence required for your role.

All staff should follow internal procedures and inform their line manager of any issues that might affect their ability to do their job competently and safely. You should work openly and cooperatively with other colleagues, agency workers and contractors and treat them with respect.

We are all required to respect people's right to confidentiality.

Financial Responsibility

You must ensure that you use the funds entrusted to you in a responsible and lawful manner. You are expected to manage within budget and follow Salutem's finance and expense procedures. You must not use Salutem's money or budget for personal use.

You must not utilise property, vehicles or other Salutem facilities for personal use unless authorised to do so either by the relevant policy or your line manager

Alcohol and drug abuse

If you are unfit for work due to drugs, (other than those prescribed by a medical practitioner and used in accordance with medical instructions), you will be sent home without pay and may face disciplinary action. If you are found with or suspected of having illegal drugs / substances on your person or at a Salutem premise or on Salutem business, you will be dealt with through the disciplinary process. The police will also be informed.

We discourage drinking alcohol at work, unless when attending a formal function. You should not consume alcohol when involved in the delivery of education, health or social care or whilst you are on duty. Being 'on duty' includes when you are required to support a service user on a holiday.

If you know or suspect, that either yourself or a colleague has an alcohol or drug problem, you should confide in your line manager. The manager will be in a position to deal with the matter sympathetically, whilst assuring confidentiality. Those not wishing to deal directly with their line manager can obtain free

confidential advice and support from the Employee Assistance Programme through Perkbox or telephoning 0800 030 5182.

Smoking

Salutem operates a no smoking policy and complies with no smoking legislation. Smoking is not permitted in any of our premises, workplaces or vehicles except in designated areas.

To be fair to all your colleagues, you can smoke during any scheduled breaks, but are not permitted to take additional breaks to smoke. You are also not permitted to smoke when supporting customers whether that is in the community or on holiday.

Our no smoking procedure is extended to include e-cigarettes. This is in line with British Medical Association (BMA) guidance and some models can, particularly from a distance, create the wrong impression for visitors, service users, the public and other employees.

Political activity

Salutem recognises that some colleagues will want to play an active role in their local community and, where possible, we will support them to do so.

We do require you to inform your manager before you put your name forward for selection to any political office and / or join or affiliate with an organisation whose interests or values may run contrary to those of Salutem. You should also inform your manager of what this will involve and how your actions may conflict with your employment and the interests of Salutem.

It is likely that your manager will make an assessment of the impact this will have your role and where it is not possible to safeguard the interests of the company, alternative employment may need to be sought, if this is not possible, your employment may be terminated due to a conflict of interest.

Relationships between colleagues

Relationships between colleagues should always be professional and respectful. You are expected to work in collaboration with your colleagues to ensure the delivery of high quality, safe and compassionate services.

If you are in a relationship of a personal nature (i.e. a close family relationship, business / financial relationship or a sexual or romantic relationship) you will not be permitted to work together in any circumstances whereby a conflict of interest, breach of confidentiality or unfair advantage may be perceived to be gained from the overlap of a personal and professional relationship.

If a relationship exists or develops between you and a colleague which is of a personal nature, you are obliged to inform your line manager who may then need to take action to ensure that the safeguarding of our service users and other colleagues is maintained. Appropriate alternative work arrangements may be made to ensure that possible reasonable perceptions of favouritism, patronage or conflict of interests are avoided.

Where a relationship of a personal nature (as described above) exists or develops between colleagues, they will not be permitted to be involved in any line management decision making that affects the other party's appointment or employment, e.g. shortlisting, interviewing, acting as a referee, pay or conditions, appraisal, promotion, discipline or ill-health.

Relationships between Staff and Volunteers

If a relationship exists or forms between staff and volunteers that is of a personal nature (i.e. a close family relationship, business / financial relationship or a sexual or romantic relationship), you, as the staff member should inform your line manager. Appropriate alternative work arrangements may then be made to ensure that our service users and other colleagues is maintained.

Relationships with customers/Service Users/People we support

You are at all times required to act in such a way as to promote and safeguard the privacy, dignity, rights, health and wellbeing and interests of service users. Saludem believe that positive relationships should be fostered that are built on trust. You must ensure, therefore, that relationships with service users are conducted openly. Under no circumstance is it appropriate to take advantage of the vulnerability of a service user.

Saludem does not allow, under any circumstances, it's employees to have a personal and intimate relationship with a service user. Should this occur it would normally result in the employee leaving the service to protect the interests of the service user. It may also result in a safeguarding investigation and / or formal disciplinary action, which could result in dismissal and referral to the Disclosure and Barring Service (DBS).

You are required to raise any concerns about the professional conduct and practice of your colleagues, if you suspect that an intimate relationship has developed, with your line manager **or via the whistleblowing procedure**

If you work in a service and you become aware that a family member is, or may become a service user where you work, you must discuss this immediately with your service manager to avoid any potential conflict of interest.



Anti Slavery and Human Trafficking

Salutem's policy is to conduct all of its business in an honest and ethical manner. We take a zero-tolerance approach to modern slavery and are committed to acting ethically and with integrity in all our business dealings and relationships wherever the business operates and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. We expect our employees to comply with these standards, and expect our that our suppliers will hold their own suppliers to the same high standards.

We are also committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015.

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. The Modern Slavery Act 2015 requires employers to be transparent about their efforts to eradicate slavery and human trafficking in their supply chain.

Modern slavery and human trafficking are punishable for individuals by up to life imprisonment, and if Salutem is found to have taken part in these crimes it could face an unlimited fine, be excluded from tendering for public contracts and/or face damage to its reputation. Salutem therefore takes its legal responsibilities very seriously.

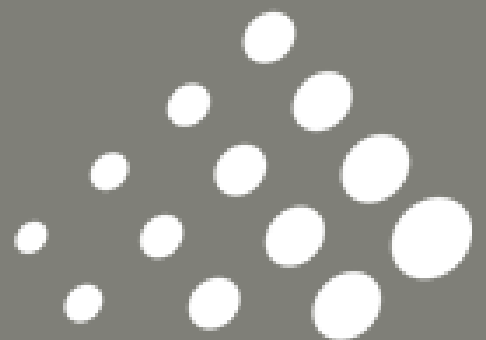
Salutem's policy relating to anti-slavery and human trafficking sets out the responsibilities of Salutem and what is expected of you, and provides you with information and guidance on how to recognise and deal with modern slavery issues.

Any employee who breaches the requirements of this policy will face disciplinary action, which could result in dismissal for misconduct or gross misconduct. Therefore, it is really important that you know the requirements of this policy, which is available on blink, or from your line manager or HR representative.

References

If you are aware of or suspect modern slavery or human trafficking is occurring in your line of work you must inform your line manager. Alternatively you should speak up via the Modern Slavery Helpline on 0800 0121 700 to raise your concern confidentially.

Working arrangements...



Working arrangements...

When you start with Salutem, we will confirm what your rate of pay is, how many hours you are expected to work and how often. If this changes during your employment for whatever reason, we will confirm this to you, ideally in writing.

Working Hours

Working long hours without a break can lead to people working less productively and it can affect their wellbeing. So we encourage you to take the breaks that you are entitled to during the working day.

We comply with the requirements of the Working Time Directive and therefore you will not be expected to work more than 48 hours per week (on average) unless you voluntarily opt out of this restriction on your working hours in writing. If you have opted out and want to cancel the agreement, you just need to give us one month's notice in writing and we will ensure your record is updated.

Changes to your working hours

There may be times when we need to make minor changes to your working hours, on a permanent or temporary basis, for a clear business reason.

We would expect you to be flexible and try to work the new arrangement if you can.

There may also be times where we request a more fundamental change to your hours, including reducing or making significant changes to your working hours. If this is the case, we commit to consulting with you, taking on board your comments, trying to find alternative solutions and only reaching the decision to change hours where there is no other course of action.

Change of job role

During your time at Salutem we may also need you to work in a different team or at a different location on a temporary or permanent basis. We will only insist on this if there is a genuine

business reason, and if it is a reasonable request. We will give you as much notice as possible and work with you to address any issues that arise. Your flexibility allows us to offer a first-class service to our service users and is essential for the efficient running of our business.

If you are late for work

We understand that sometimes circumstances may make you late for work. We expect you to make every attempt to attend work on time, and usually expect you to be on-site and ready to start work at the right time. If you are unavoidably late, you should inform your line manager, or any other person who needs to be made aware, at the earliest opportunity. It is not acceptable to text, email or ask someone else to call in on your behalf except in exceptional circumstances. You must let them know the reason for your lateness and your expected time of arrival.

Your manager may request a meeting with you to discuss your lateness and establish the reason for it. If you are late on a number of occasions, your line manager will discuss this with you to understand if there is an underlying reason why you are late, and work with you to try to resolve it if they can. Persistent or serious lateness may also be dealt with under our disciplinary procedures.

References

Go to www.directgov.co.uk to find out more about working and your employment rights, including details of the Working Time Directive and the National Minimum Wage.

Alternatively, the Advisory, Conciliation and Arbitration Service (ACAS) provides a wealth of information about work and employment which can be accessed at www.acas.org.uk or on +44 8457 474747

Working arrangements...

Wages and salaries

Check your terms and conditions to understand what you will be paid and when. You will receive a payslip every month which will show you how the total amount of your pay has been calculated. You will be able to view your payslip live via the iTrent system.

It will also show any deductions which have been made and the reasons for these deductions. If you have any queries regarding the details on your payslip or the amount you have been paid, you should raise the issue first with your line manager so that they can look into it for you. If you are still unclear or dissatisfied, you can then contact payroll directly for clarity.

At the end of each tax year, you will be issued with a P60 form showing the total pay you have received from us during the year, along with the deductions for income tax and national insurance. You may also be issued a P11d form showing any taxable benefits you have received. Keep these documents in a safe place as the law does not allow us to make additional copies and you may need them if you have a query.

Overtime

Any overtime you work should be agreed with your line manager in advance and will be paid at a rate agreed as part of your terms and conditions. Overtime is paid in arrears.

Not all employees are entitled to overtime as there is an expectation that you will work the hours required to do your job and for that job you will receive a set salary. If this is the case, you will be told the normal hours that you are expected to work. However, we also expect you to be flexible and work additional hours on occasion to ensure your work is completed and in return we will offer flexibility of working hours at other times. Again, check your terms and conditions for confirmation of whether you are entitled to claim overtime in your role.

Automatic Pension Enrolment

Under current legislation, the company may be required to automatically enrol you into a pension scheme which meets certain statutory requirements and to which both you and the company make contributions. The automatic pension enrolment scheme that Salutem offers is called the People's Pension which is a retirement benefits scheme. If you are eligible to join the scheme, the company is entitled to deduct from your pay any pension contributions due from you in connection with your membership of this pension scheme and will pay these deductions to the scheme on your behalf in accordance with the rules of the scheme.

You should refer to your Terms and Conditions for further information regarding your scheme.

References

Further information regarding auto enrolment will be provided to you separately if you are eligible to join the scheme.

For more information visit:

www.gov.uk/workplacepensions/aboutworkplace-pensions

Time off work...

Annual Leave

We encourage our people to take regular holidays from their holiday entitlement; after all, we want you to have an effective work/life balance.

The law allows every worker to have a minimum statutory holiday entitlement of 5.6 weeks' holiday in a 12 month period. At Saludem, we ensure that we fulfil these requirements. You will need to refer to your terms and conditions to understand the amount of holiday that you are allowed to take, details of when your holiday year starts and finishes and whether you are required to take holidays at a certain time (e.g. schools). By individuals taking holidays throughout the year, we can ensure we have the right people in work at the right time to provide appropriate support to the team and service users. Holidays are usually allocated on a first come, first served basis, so make sure you get your holiday request in early to avoid any disappointment.

Given the nature of business, and the need to ensure our Service Users are fully supported, if you do work within Services, you will not normally be able to take leave for the two weeks around the Christmas period.

ITrent Employee Self Service is the system we will be using for annual leave across the group in 2021. If you have been given an ITrent login you should book annual leave using the system. It's very easy to use, you select the link 'book a holiday' and then fill in the time you want off. This will then send a request to your line manager to authorise your leave. The normal process applies and no firm holiday arrangements should be made until your Line Manager has authorised the leave.

If you haven't yet received your itrent login you will need to complete a leave request form and get this authorised by your line manager before making any firm holiday arrangements. Normally we expect a reasonable amount of

notice for your holiday so we can arrange for cover. As a simple guide, the notice you give should be twice the amount of days' holiday you want to take. Normally people can take up to two weeks of annual leave at a one time.

We may allow people who have worked with Saludem for longer than one year to request a longer period of absence from work in special circumstances, such as to attend events outside of the UK, or to fulfil personal commitments. Such requests may be made once in any 12 month period and will be authorised in line with business requirements.

Please ensure that you use all your holiday during the holiday year, as days cannot normally be carried over into the next holiday year. It is your responsibility to ensure you take the holiday you are entitled to. If you leave Saludem, any holiday accrued but not taken during the year will either be taken during your notice period or paid in lieu. Holiday is accrued for completed calendar months only; therefore if you leave on 19 July, accrued holiday is calculated up to 30 June. Holidays accrued are rounded up to the nearest full day.

Unplanned leave

We understand that sometimes you might need to take unplanned leave from work due to sickness, an emergency or unforeseen problems at home. It is our firm commitment to support our people, helping them get back to work even when things are tough for them. We have a Sickness Absence Procedure and an Emergency and Special Leave policy which help us to ensure our people are treated fairly and that their unplanned leave from work is managed in a positive and transparent way.

Time off work...

Notice of unplanned leave

If you are going to be absent from work, please let us know as soon as possible and give us the reason for your absence and your likely date of return to work.

This helps us to better manage the situation, offer the appropriate support and monitor ongoing issues effectively.

At the very minimum, we ask that you phone your line manager at least one hour before you are due at work if you know you will be absent.

For some roles you may need to inform your line manager before an allotted time, particularly if you work a shift pattern, so appropriate cover can be arranged.

Check with your manager if you are unsure when or how to contact them to inform them of your absence. We will want to know how **you** are and have a proper understanding of your absence so we can manage it properly, so it is not acceptable to text, email or ask someone else to call in on your behalf except in exceptional circumstances. Where you have had to leave a message for your line manager, you must call to speak to them later in the day to discuss your absence.

You also need to keep in telephone contact with us during your absence so that we can be kept up to date which helps us to manage your absence better.

We would expect you contact your line manager (or another identified person) at least twice during an absence of up to seven days and on a weekly basis for absences over 7 days.

On returning to work, your line manager will meet or speak to you so we can look out for any patterns which may then be more closely investigated and identify any follow up actions as appropriate. You will be required to complete a self-certification of incapacity to work form, or an absence notification form to formally notify us of your absence from work.

We do need to inform you that if you do not report your absence appropriately, or you fail to keep us informed about your absence through regular phone contact, your absence may be classed as unauthorised and therefore be unpaid.

Sick leave

Any absence for more than seven consecutive days (including days not scheduled to be worked) which is related to illness or injury must be supported by a medical certificate. For example, if you normally work Monday–Friday, and you are absent on a Tuesday, you need to provide a medical certificate unless you return to work on or before the following Tuesday.

We may also require you to provide a medical certificate if you are absent for seven days or less, at our discretion.

Any sickness absence of more than seven consecutive days that is not covered by a medical certificate may be classed as unauthorised and therefore unpaid. So please ensure you securely post or hand-deliver the medical certificate to your line manager as soon as you receive it so that we can ensure you are paid correctly. If you become ill before or during a period of booked holiday from work, you should contact your line manager on the first day of your illness in the usual way.

Provided you do this and can provide a medical certificate from a GP or medical specialist to certify your absence, Salutem will cancel your holiday days so you may take them at another time in that holiday year.

Time off work...

Payment during leave

You may be entitled to company sick pay for sickness-related absences. Check your terms and conditions to see if you are. In circumstances where you are not entitled to company sick pay, or where you have already exhausted your entitlement to it, you may be entitled to Statutory Sick Pay (SSP) during absence related to sickness or injury. In order to be eligible, you must report your absence in line with Salutem's process outlined in the previous section, and meet the criteria set out by the Government, for example by earning a certain minimum amount of money per week. SSP is only paid for qualifying days, which are set out in your terms and conditions, and are usually your normal working days. The first three qualifying days of any absence are classed as waiting days for which SSP is not payable. Thereafter, any qualifying days will be paid at the rate set by the Government and payment will be subject to the normal income tax and National Insurance deductions. If, after returning to work, you are absent again within 56 days, any waiting days will not be served again. For example, if you are absent for one day initially and then a week later you are absent for three days, you will be eligible for SSP on the last day of absence as you will by then have already served three waiting days of absence.

Long-term sickness absence from work

If you are going to be off work for a long time we recognise the need for early medical advice and will act on that information to assist you back to work within a timeframe both manageable and appropriate for you and your condition. To assist us, we use occupational health and treatment specialists, who, as experts, can advise us on how best to support you. We will inform you if we are referring you to an external practitioner and ensure any information received is treated as confidential. We are mindful of our obligation to make reasonable adjustments under the Equality Act

2010 and proactively seek to identify these as we know that returning to work, even where it may only be in a limited capacity, can often be the best motivation for a full recovery.

Time off for medical appointments

Where possible please arrange medical appointments at times when you would not be expected to be at work. Where you need to attend an appointment during work time, be considerate to your colleagues and line manager by arranging it for the start or end of the day, or close to a break time, so that you minimise the time you are away from work.

Compassionate leave

In some circumstances, and at the discretion of Salutem, you may receive pay for other unplanned leave which is neither annual leave nor related to sickness or injury, such as compassionate leave. Your line manager will be able to give you further details.

Employee helpline

We know that sometimes life can be challenging for lots of reasons and our employee helpline can help your wellbeing.

It is easily accessible, confidential, independent and free of charge to you. You can access the telephone helpline and get general information, support and advice on a range of issues including health and wellbeing, legal, consumer, financial and employment difficulties.

The helpline will be answered by a qualified advisor who will talk through your reasons for calling and offer information, advice, and support, and if necessary point you in the direction of

References

Our Employee Assistance Programme is offered via Perkbox. The number to contact is 0800 030 5182

Time off work...

Family friendly leave

It is our firm commitment to ensure people who are expecting to care for others, or already do, have the opportunity to take appropriate leave in order to prepare and care for that person while they are working. At Salutem we refer to this as family friendly leave, which incorporates maternity, adoption, paternity, parental and emergency leave.

You will receive at least the statutory entitlements to family friendly leave and any relevant statutory payments. If you are entitled to any additional leave or payment, this will be detailed in your terms and conditions.

Maternity leave

If you are a woman expecting a child, you are entitled to up to 52 weeks' leave, no matter how long you have worked at Salutem, and may be entitled to Statutory Maternity Pay (SMP). You can start your maternity leave any time from 11 weeks before your baby is due. However, before you start your leave, you will need to let us know about your pregnancy.

We encourage all expectant mothers to inform their line manager as early as possible so that we can offer them the appropriate support during the pregnancy.

Your news will be treated as confidential until you wish to inform others or provide us with your formal notification. Please hand your completed extended/family leave notification form to your line manager no later than 15 weeks before your baby is due, so that we have time to comply with our legal requirements.

On request, your GP or midwife will give you a MATB1 certificate from 20 weeks before your due date. Just give this to your line manager to ensure any SMP is accurately calculated during your maternity leave. We will then write to you to tell you about your

employment rights during your pregnancy, including any pay you will receive, and also what will happen during and at the end of your maternity leave.

If you decide to return to work early and wish to share the remainder of your leave entitlement with your spouse or partner, please refer to the 'Paternity leave' section of this handbook.

References

You will find the extended/family leave notification form on blink, along with our full family friendly leave procedures, or you can ask your line manager or people team representative for copies.

Adoption leave

We encourage you to let us know as soon as possible if you are planning to adopt a child so that we can look at ways to support you and ensure you have the information you require about your employment rights. If you are an individual, or part of a couple, expecting a child to be placed with you for adoption, you will be entitled to a period of adoption leave as long as you are being newly matched with a child from a recognised UK adoption agency. You will be entitled to up to 52 weeks' leave and may also be entitled to Statutory Adoption Pay (SAP) if you hit the criteria one of which is that you have been employed by Salutem for 26 weeks continuously by the end of the week in which you are notified of the match. In any case, within seven days of being notified by the adoption agency that you are being matched with a child, you'll need to provide a completed extended/family leave notification form to your line manager.

Time off work...

In order to qualify for SAP you will also need to provide documentary evidence, such as a matching certificate. Once we are formally notified of your intention to take adoption leave, we will write to you to tell you about your rights, including any pay you will receive, and also what will happen during and at the end of your adoption leave.

Links

For more information and advice on work and family issues, go to www.workingfamilies.org.uk or call +44 (0) 800 013 0313.

Paternity leave

If your partner is expecting a child, or you are a father-to-be, or your partner is taking adoption leave, you may be entitled to take paternity leave if you have more than 26 weeks' service. Paternity leave can only be taken as a period of one week or a period of two weeks and you may be entitled to Statutory Paternity Pay (SPP). If the mother or the primary adopter has returned to work before the end of her maternity leave period, you may be entitled to take between 2 and 26 weeks' additional paternity leave. The earliest you can take additional paternity leave is 20 weeks after the child is born and it must end one year after the child's birth.

You may be entitled to Additional Statutory Paternity Pay (ASPP) if the mother of the child or the primary adopter has not exhausted their entitlement of 39 weeks' SMP or Maternity Allowance. We encourage anyone in this situation to let us know as soon as possible that they are planning to take paternity leave so that we can ensure you are aware of what you need to do and your entitlements. Ideally, let us know 15 weeks before your baby is

due, or within seven days of being notified that a child is being placed with you for adoption.

If this is not possible, please let us know as soon as you can. You just need to complete an extended/family leave notification form and provide this to your line manager.

Shared Parental Leave

If you are eligible for shared parental leave in relation to the birth (or adoption) of a child you are entitled to 52 weeks shared parental leave, less the weeks spent by the child's mother on maternity leave.

If you are the mother, you won't be able to start any shared parental leave until after the two week compulsory maternity leave period. If you are the child's father or the mother's partner, you should consider using paternity leave before taking shared parental leave.

Please see the Shared Parental Leave policy for further information regarding qualifying criteria.

Parental leave

If you have at least one year's service, you are entitled to 18 weeks' leave for each child and adopted child, up to their 18th birthday. Parental leave is unpaid. You can take up to four weeks in any particular year. If you want to take parental leave, just complete the extended/family leave notification form and hand it to your manager. If business reasons mean that it is not possible for you to take your parental leave at your requested time, we will agree another period within six months when you can take this leave.

Time off work...

Emergency time off for dependents

If you have responsibility for caring for someone, and there is an unforeseen disruption in their care arrangements, we understand that your first priority will be to ensure you have appropriate care in place. That's why you are entitled to a short period of unpaid leave at such times in order to make alternative arrangements. However, we do expect you to return to work once alternative arrangements are made. If there is an ongoing situation regarding unreliable care arrangements, we will expect you to work with us to ensure any absence is minimised. Your line manager may meet with you to explore options to support you on a permanent or temporary basis.

Flexible working

During your career with Salutem, you may have additional responsibilities outside work which mean you wish to request a change to your working hours. We recognise that people deserve an appropriate work/life balance and will try to accommodate your request, where possible.

Additionally, if you have worked for Salutem for more than 26 weeks you have the right to request (once in any 12-month period) a change to your working hours or working arrangements.

You should put this request in writing to your line manager, outlining the details of your request and the potential business impact, along with suggestions of solutions to overcome any potential issues.

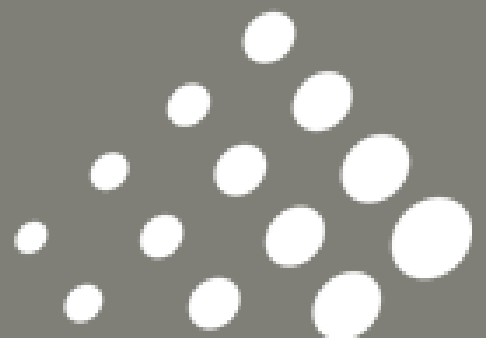
We will then arrange to meet with you within 28 days to discuss the request. Wherever reasonably possible we will try to accommodate your request. You may

be accompanied to the meeting by a work colleague or a trade union representative, and will be offered the right of appeal after the meeting if we have been unable to accommodate your request.

To ensure we consider as many requests as possible, we may agree a trial period for the new arrangement to ensure any identified issues may be resolved. If the issues prevail and we cannot agree your request following the trial period, we will still investigate alternative solutions to help you achieve your desired work/life balance.



In challenging times...



In challenging times...

In difficult times

Our reputation is directly attributable to the proper conduct and professionalism of our people and we encourage everyone's support in maintaining our outstanding brand.

Grievance process

If you have something you need to talk through with your manager, the door is always open.

We encourage people to raise concerns informally in the first instance as we know that this is the most effective way to resolve many employment issues.

If the informal method has been unsuccessful, you can raise a formal grievance by putting your specific concerns in writing to your line manager or, if your grievance is against this person, you should raise it with their line manager. If you are unsure who this person is, you can contact the people team to establish this information. If you raise a formal grievance, Salutem will try to resolve it informally if you have not previously attempted to do so and if an appropriate way to informally resolve your concern is identifiable. However, you retain the right to insist that the issue is dealt with formally if you prefer.

We will listen carefully throughout and strive for a fair and reasonable outcome. If a formal grievance process is required, we will:

- arrange a formal meeting within a reasonable timeframe, ideally to be held within two weeks of receiving the grievance;
- allow you to be accompanied to any formal grievance meetings by a work colleague or trade union representative;

- encourage you to explain your grievance more thoroughly and explore with you how you think it could be resolved;
- adjourn the meeting if required to undertake further investigations, eg speaking with employees, viewing CCTV footage and reviewing emails;
- respond to you in writing within a reasonable timeframe;
- inform you in writing of what action will be taken to resolve the grievance (if any);
- allow you to appeal if you are not happy with the outcome;
- hear the appeal within a reasonable timeframe, ideally no more than 14 days after receiving the appeal;
- ensure the appeal is heard by an impartial person who has the authority to overrule the original decision;
- confirm the outcome of the appeal within a reasonable timeframe; and
- maintain written records of the process.

If a grievance is raised during a disciplinary process and it relates to the disciplinary process, we will ensure the relevant parts of the grievance are taken into account. If appropriate, the disciplinary process may be temporarily suspended until the grievance is investigated.

If a grievance is raised maliciously and is unfounded, Salutem may take disciplinary action against the person raising the grievance, if appropriate.

Whistle-blowing...

In difficult times

We are committed to conducting our business in a correct and appropriate manner, in accordance with all relevant legal requirements. Saludem is committed to maintaining an open culture with the highest standards of honesty and accountability.

We take all malpractice very seriously and we have a procedure by which you can report any concerns.

The whistle-blowing policy aims to identify issues of fraud and corruption, to bring them into the open and to ensure investigations are carried out appropriately. It applies to all permanent and temporary employees, agency workers, contractors and external consultants.

Saludem expects all employees to report any of the following:

- Financial malpractice
- A failure to comply with a legal obligation
- A criminal offence
- Discrimination, harassment or bullying in the workplace
- Behaviour likely to damage the reputation of Saludem
- Breaches of internal rules and regulations
- The endangering of an individual's health and safety
- Damage to the environment
- Deliberate concealment of information relating to any of the above

Any deliberate, false or malicious allegations will be taken very seriously. Saludem reserves the right to take action

up to and including summary dismissal for gross misconduct, for any malicious or false allegations made with the intention of causing harm or disrepute to Saludem or any of its employees.

References

For advice on employment issues you can speak to your people team representative or you can contact ACAS at

www.acas.org.uk or +44 (0) 8457 474747.

Anti-bribery and corruption

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

We are also committed to implementing and enforcing effective systems to counter bribery. We expect our employees to comply with these standards, and our partners to implement comparable corporate anti-corruption and bribery policies.

Bribery is an inducement or reward offered, promised or provided in order to gain any commercial, contractual, regulatory or personal advantage. Bribery and corruption are punishable for individuals by up to ten years' imprisonment, and if Saludem is found to have taken part in corruption it could face an unlimited fine, be excluded from tendering for public contracts and/or face damage to its reputation. Saludem therefore takes its legal responsibilities very seriously.

Anti-bribery and corruption cont...

Salutem's policy relating to anti-bribery and corruption sets out the responsibilities of Salutem and what is expected of you, and provides you with information and guidance on how to recognise and deal with bribery and corruption issues.

Any employee who breaches the requirements of this policy will face disciplinary action, which could result in dismissal for gross misconduct. Therefore, it is really important that you know the requirements of this policy,

which is available on blink, or from your line manager or HR representative.

References

If you are aware of or suspect bribery or corruption is occurring in your line of work you must inform your line manager.

Alternatively you should speak up via Kirstie Jones to raise your concern confidentially.



What not to do...

Examples of misconduct and gross misconduct

The following examples are intended to clarify the types of conduct and behavior that is not acceptable. The categories of misconduct referred to are not exhaustive and conduct of a similar nature or gravity not specified in the handbook may still render employees subject to disciplinary action under our disciplinary procedure.

General Misconduct

Poor attendance;
Unauthorised absence;
Persistently bad timekeeping;
Minor damage to company property or equipment;
Failure to observe Salutem's procedures;
Disruptive and abusive behavior;
Smoking other than in designated areas;
Minor breaches of employment contract;
Unauthorised use of company property;
Unauthorised personal intrusion into work place;
Excessive use of company telephones for personal calls;
Excessive personal email or internet use;
Minor breaches of health and safety;
Failure to follow reasonable management instruction.
Unacceptable personal appearance
Being an accessory to a disciplinary offence.

Gross Misconduct

Failing to follow manager instruction without justification or reasonable excuse;

Fraud, including misuse of systems, recording attendance, expense forms, sickness forms, or attempting to do any of the above;

Theft, dishonesty, taking without permission or using without permission any property of Salutem, its staff or its customers;

Acceptance of bribes or secret payments or benefits for personal use or gain;

Being under the influence of drink, drugs or other illegal substances regardless of whether they impact upon performance or conduct whilst at work;

Undertaking unauthorised paid work detrimental to or in conflict with company interests or during periods of sickness absence or special leave;

Serious breach of the company's policies and procedures;

Failing to follow or disclose medical advice or reports that could impact on ability to carry out role (or parts thereof) safely;

Being convicted of any criminal offence (whether or not relating to employment) which in the opinion of Salutem seriously undermines the company's confidence in the employee;

Failing to disclose any criminal offence in compliance with the Rehabilitation of Offenders Act;

Failing to disclose any personal matter (including personal relationships) that may affect your ability to work safely with customers and where applicable young people and children;

What not to do...

Gross Misconduct (cont)

Deliberate damage to any company property or property which is not owned by Saluitem but which is on premises occupied by Saluitem (including but not limited to unauthorised use of fire equipment) or property of staff, customers or of third parties;

Disorderly or indecent conduct, including fighting on company premises or threatening or using physical violence or behaviour which provokes violence;

Bullying and/or harassment;

Serious breach of confidentiality or the unauthorised use or disclosure of confidential information or the failure to take reasonable steps to keep that information safe;

Deliberate or non-minor acts of discrimination, harassment or victimisation or instructing or aiding someone to commit an act of discrimination, harassment or victimisation;

Making material statements prior to commencing employment which are discovered to be false; for example, falsification of documents such as application forms for employment, medical declaration forms, driving licenses etc.;

Making material false statements about one's own or another employee's work, conduct, attendance or performance, the falsification of working papers, or the making of any statements likely to be detrimental to the reputation of Saluitem;

Misuse of the Speak Up Policy and Procedure, Grievance Policy and Procedure or Anti-Harassment and Bullying Policy and Procedure by deliberately raising false and/or malicious

allegations for personal gain or otherwise use those procedures in bad faith;

Victimising another employee who has raised genuine concerns, grievances or complaints under company procedures;

Gross negligence causing loss, damage or injury;

Misuse of company telephone (including mobiles), hardware, software, IT or other property;

Serious misuse of any means of electronic communication at Saluitem. For example, electronic mail, internet, facsimile machines and so forth;

Deliberately accessing internet sites at work or using company computers or other systems to view pornographic, offensive or obscene material;

Sending emails at work or to work colleagues or contacts and whether using company computer systems or not which contain pornographic, offensive or obscene material;

Serious breach of health and safety rules;

Undertaking unauthorised paid or unpaid work during your normal working hours;

Committing any act calculated or likely to bring Saluitem into disrepute or which has that effect:

Any serious breach of health and safety policy or procedure;

Sexual or indecent activity in the workplace;

Repeated acts of minor misconduct.

What not to do...

Personal harassment

Personal harassment is defined as unwanted behaviour by one person or several people to another. Salutem does not condone or tolerate personal harassment and will always treat it seriously, seeking to create an appropriate and safe working environment for all.

Personal harassment can take many forms and we understand that some people may not always realise that their behaviour could be classed as harassment.

Some examples include:

- Insensitive jokes or pranks
- Lewd or abusive comments about appearance
- Deliberate exclusion from conversations
- Displaying abusive or offensive writing or material
- Unwelcome invasions into personal space, including touching
- Abusive, threatening or insulting words or behavior

This list is not exhaustive and disciplinary action at the appropriate level may be taken against employees committing any form of personal harassment. We recognise that in some cases of minor harassment, one of the best ways to stop the harassment can be to inform the harasser in an informal but professional manner that their behaviour is unwelcome and ask them to stop. If you feel unable to do this verbally, you may find it helpful to hand a written note to them with this information.

We understand that sometimes the sensitive nature of the harassment may mean that you do not wish to inform your line manager, and in this instance we recommend that you inform a senior person of your choice, even if they do not have supervisory responsibility for you.

Where your informal attempts to stop the harassment have not worked, or you feel that the harassment is sufficiently serious, you should follow Salutem's grievance policy. If it is concluded that harassment has taken place, disciplinary action will usually be taken, up to and including dismissal for serious harassment.

If it is concluded that no harassment took place, no action will be taken. However, where the allegations are deemed to have been raised maliciously and are untrue, disciplinary action may be taken against you.

Our disciplinary process...

Disciplinary process

Salutem is a people business. It is the passion and drive of our people to do their jobs to the best of their ability that sets us apart. So if there is an occasion when your conduct or performance falls short of our expectations, we are committed to addressing this and working with you to rectify the situation. This, in turn, ensures our brand is protected through the proper conduct of all our people.

We will try to resolve performance or conduct issues through effective feedback and informal methods in the first instance, as we recognise that this is often the most successful way to improve or change someone's behavior. However, in circumstances where an informal resolution is not possible, or where the situation is one of serious or gross misconduct, we will follow our disciplinary procedure.

Disciplinary procedure

Our disciplinary procedure is designed to be a means of encouraging improvement among those whose conduct or performance is unsatisfactory. We are committed to dealing with such issues without undue delay, keeping related information confidential and maintaining written records of action taken. If appropriate in the circumstances, a formal investigation will take place into the allegations made against you so that all the relevant evidence can be gathered, eg speaking with employees, viewing CCTV footage and reviewing emails.

We will inform you that an investigation is taking place and you may also be invited to attend an investigatory meeting as part of this process. We will notify you of the outcome of the investigation as well

as whether any subsequent disciplinary action is necessary.

If the need for formal disciplinary action arises, the following steps will be taken:

Invitation to a disciplinary meeting

We will invite you to a meeting to discuss the allegations against you, providing you with a copy of the relevant evidence to be discussed and notifying you of the potential outcomes of the meeting, eg written statements and CCTV footage (in appropriate cases), before a meeting.

We will give you reasonable notice of the meeting so you may prepare and we will confirm your entitlement to be accompanied by a work colleague or trade union representative. If you, or your representative, are unable to attend the meeting, you should advise the manager holding the meeting straight away so that we may consider whether to rearrange it.

Disciplinary meeting

At the meeting, you will have an opportunity to give your version of events as well as any mitigating circumstances before any decision is reached. A note taker will usually attend to take written minutes of the meeting too.

Disciplinary decision

Following the meeting and after full consideration of all the facts, a decision will be made. We will notify you in writing of the decision, the reasons for this and any actions to be taken for improvement, as appropriate. The potential outcomes of the meeting are a first written warning, a final written warning or dismissal. The decision will take account of the severity of the misconduct as well as any previous live warnings on record. In the decision letter, we will also confirm your right to appeal to an impartial manager.

Our disciplinary process cont...

The appeal

In the event you disagree with the decision made, you may appeal by setting out the details in writing within five days of receipt of the disciplinary decision letter.

If you decide to appeal against a disciplinary decision an appeal meeting will be arranged with you. Again, you will receive reasonable notice of the meeting and may be accompanied by a work colleague or trade union representative. At the appeal meeting, you will have an opportunity to set out your points of appeal before any decision is reached.

Appeal decision

The appeal manager will reach a decision following a discussion of the facts at the meeting and will write to you to confirm this decision. This decision will be final; there will be no further right of appeal.

References

Our disciplinary policy is available on [blink](#), or from your line manager or people team representative.

For advice on employment disputes you can speak to your people team representative or you can contact ACAS at www.acas.org.uk or +44 (0) 8457 474747.

A few more things you need to know...

We aim in this handbook to give you a clear, complete picture of what you need to know.

If you spot a gap, please let your line manager know and we will help fill it.

Image and appearance

Our brand and image are important to us. We want to reflect the right image when going about our day-to-day business.

Dress appropriately for your role and be smart and professional at all times in the workplace. Please refer to the Dress Code Policy for further information.

References

Our Dress Code Policy is available on [blink](#), or from your line manager or people team representative.

Property and belongings

Take care of any company property or equipment, and leave it as you would like to find it. Don't lend any company property to other people, or leave it unattended.

It is an express term of your contract that if you damage company property through negligence, carelessness or vandalism, you may be liable for disciplinary action and we may seek to recover money from you to enable its repair or replacement. If you do not pay the sum, we have the contractual right to recover this money from any money you are owed.

Limit the personal items you bring to work as we don't accept liability for any loss of, or damage to, property which you bring to work. In particular don't bring

valuable items to work or leave personal items overnight.

To protect the company, we have the right to carry out random searches of our people and their property (including vehicles) while they are at our premises or business. You will be offered the opportunity to be accompanied and the opportunity to remove items yourself from your person or property. You can refuse to be searched. However, refusal to agree to be searched may constitute a breach of your contract and result in disciplinary action.

Emergency contact

Please keep your emergency contact details up to date with Salutem by letting your line manager know if they have changed. Please use i-Trent Employee Self Service to keep your personal information up to date on the system.

Remember: mobile numbers can often change and it's important to keep them up to date so we can contact someone for you in the unfortunate event of your being involved in an accident, or taken ill, while at work.

Sad to see you leave...

Leaving the company

If you decide to end your employment you will need to work a notice period, which is outlined in your terms and conditions. This allows an effective handover to take place and gives us sufficient time to recruit a replacement if required. In some circumstances, if you have holiday outstanding, we may agree that part of your notice period is taken as holiday.

If you leave the company, it is your responsibility to return any items of company property and any company vehicle to us. Failure to return the equipment may result in the cost of its recovery being deducted from any money owed to you. Before leaving, you should check who to address any reference request to. We will provide prospective employers, once they have issued a written request, with a reference about you for the time that you worked for the company. This will provide confirmation of your employment along with the dates of employment and the role undertaken. Additional information

may be provided at the discretion of your line manager. We will only provide factual information which has been requested, in the most objective way possible, and will not intentionally prejudice any future employment.

You will be offered the opportunity to attend an exit interview with your line manager or a more senior member of the am. In addition you will also be sent a link to an exit questionnaire which you can complete on-line using either a computer/laptop or smartphone.

We would encourage you to share your experiences and opinions to enable Salutem to review its policies, procedures and conditions of service.

References

Our Resignation Policy is available on blink, or from your line manager or people team representative.

