



HAYS Recruiting experts
worldwide

EMPLOYEE HANDBOOK 2019/2020

UK and Northern Ireland

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WELCOME TO HAYS AND CONGRATULATIONS

Congratulations. I am delighted you have chosen to work for Hays. As the world's leading recruiting experts in qualified, professional and skilled work, a career with us is like no other. We believe that by truly understanding our clients and candidates, both locally and globally, we can help people and companies achieve lasting impact.

Our brand promise is what makes a career with us so unique. It defines how we transform recruitment and gives your career genuine value on the global stage.

Why we excel at what we do

We believe that the right job can transform a person's life. The right person can transform a business.

This is the magic of recruiting and it is what gets us up in the morning.

At Hays, we are experts in recruiting qualified, professional and skilled people across a wide range of industries and sectors.

We have the depth of expertise and industry insight to offer advice to our clients and candidates.

We are fuelled by energy and passion to look beyond skills and experience to find the right cultural fit.

This allows us to find this special match that makes individuals, companies and industries flourish.

We are devoted to both clients and candidates the world over.

We power the world of work.

We are Hays.

Our brand values

The principles by which we do business are:

- Ambitious
- Expert
- Passionate about people
- Insightful
- Innovative
- Doing the Right Thing

Our people are experts in recruiting and this underlines our industry leading position. We fill roles with experts in their professions, enabling our candidates to impact our clients' businesses positively. We truly power the world of work.

The information in this employee handbook is designed to assist you as you start your career with us. Please take time to read it and if you have further questions, your manager will be pleased to answer them. May I wish you a long, happy and successful career with Hays.



Alistair Cox
Chief Executive

INTRODUCTION

The aim of this employee handbook is to provide general information that employees might want or need during the course of employment with us. From time to time the contents of the employee handbook will be reviewed and amended as a result of legislative or business related changes. Employees should ensure that they have read and understood this handbook and if they have any questions, please refer them to their manager.

TERMS AND CONDITIONS OF EMPLOYMENT

This section, together with the contract of employment, sets out the terms and conditions of employment with us and represents the most important part of the employee handbook. In the event of conflict between the employee handbook and the employee's contract of employment the employee's contract of employment shall prevail. In response to changing employment legislation, we have developed ways of working and standards of conduct by which all employees must abide.

The Company will endeavour to provide a working environment in which all employees can pursue their careers whilst maintaining the integrity and reputation of Hays.

References upon employment

All offers of employment are subject to the receipt of satisfactory references. References are sought from previous employers to cover the most recent years of employment. These references are confidential and will be retained on an employee's personnel file. Where relevant, academic and professional qualifications, including driving licence, will be checked. Certain key roles also require a Disclosure and Barring Service (DBS) check. Employee identity and eligibility to work on a permanent, temporary or contract basis in the UK will also be verified in accordance with legislation.

Role profiles

Role profiles, where issued, serve as a guide to principal responsibilities, duties, performance standards and accountabilities. Employees are required to be flexible and to be prepared to perform duties and other tasks within their capabilities, as directed by their manager or director. The nature of our business is such that the contents of any role profile are subject to change from time to time. Any significant changes will be discussed fully with employees first and any training required, as a consequence of such changes, will be provided.

Place of work

The normal place of work is detailed in schedule 1 of the contract of employment.

Probation period

The use of probation periods is intended as a constructive process to allow both the employee and their manager to assess objectively, over a specific period of time, whether or not the employee is suitable for the role. The probation period is detailed in the employee's contract of employment.

At the end of the probation period, employees will be reviewed to assess overall performance and conduct. The Company may extend the probation period, in some circumstances, where there are unresolved performance and/or conduct issues outstanding or there are outstanding employment references connected to their offer of employment. Continued employment with the Company will be dependent upon satisfactory performance and/or conduct during the probation period.

During the probation period, employment may be terminated by either the employee or the Company with one week's written notice.

Notice period

The period of notice to be given on either side to terminate employment is set out in schedule 1 of the contract of employment:

- Notification must be in writing and given to the employee's immediate manager. The Company reserves the right to pay employees in lieu of notice.
- The Company may ask employees not to perform some or all of their duties during all or part of the notice period and may place individuals on 'garden leave' and exclude them from any premises occupied by the Company. In particular, the Company shall be entitled to waive its right to have employees perform any duties and may exclude them from the Company's premises in circumstances where it is reasonable for the Company to believe that they will be interested or concerned in a business, company or firm carrying on a business as an employment agency after leaving the Company's employment.
- Alternatively, the Company may require employees to perform any such other role or duties (including any purely administrative role or duties) during all or part of the notice period at such location or locations as the Company may determine within reasonable travelling distance of their home.
- Please refer to the sickness absence section in your terms and conditions of employment for information regarding sick pay during the notice period.
- The Company reserves the right to require employees to take outstanding holiday entitlement during the notice period in accordance with the Working Time Regulations 1998. Please also refer to your contract of employment for specific arrangements when dealing with outstanding holiday during any period of garden leave.
- Any notice of termination given by employees in excess of their contractual notice period will be disregarded and shall be deemed to take effect as a notice of the contractually indicated length, unless agreed by mutual consent.

Learning and development

Great importance is placed on developing employee skills and potential. Induction training will be provided that is designed to familiarise employees with their role as quickly as possible. Following the probation period an employee's manager will agree objectives that will be monitored on a regular basis. Further training and development will be given to employees as appropriate to their work and career direction with us.

Performance management

To help us effectively implement our business strategies within Hays we have developed a set of people management processes to provide a framework to support the management of our people across the UK and Ireland. This will enable us to recognise and reward the behaviours we want to deliver across Hays which will ultimately help us deliver better business results. A central and critical part of this integrated framework is the Performance and Career Review and Performance and Career Tracker (PCT).

Our performance management processes are critical to our success. People are the heart of our business and our business strategy will amount to nothing unless we actively manage our people to deliver consistently high levels of performance. Developing our people to be the best in our industry is one of our key priorities. Our performance management tools are designed to provide a simple way of helping employees develop and achieve their objectives.

A formal review of performance is normally held in July or August and involves the formal review of the past 12 months' performance against key objectives, along with the identification of new objectives for the next 12 months. In addition to the annual review, regular reviews would be held throughout the year to check on progress and discuss challenges or concerns.

Change of address and personal circumstances

To ensure that the Company always holds an up-to-date personnel record for every employee including home telephone number, personal email address, next of kin and emergency contacts, employees should utilise the 'self service' function in the PeopleSoft People Management Module (PPMM). Refer any queries regarding the review and update of personal information to hrssc@hays.com.

Conflict of interest

A conflict of interest arises when a personal interest or personal association could affect the employee's work for the Company. It becomes significant if an independent third party might reasonably take the view that there is a risk that an employee's resultant actions might be affected by the conflict, whether or not they are actually affected. Employees should seek to avoid conflicts of interest and, if it is found that there is a personal interest in a matter that an employee is working on, they should declare it to their manager without delay.

Secondary employment and spare time activities

Employees may not enter into another occupation or employment or conduct any trade or business, in their spare time, without the prior written approval of the Company. Approval will not be given for any outside work which might interfere with the proper performance of employee duties.

Employees must not be engaged directly or indirectly in any other business, which provides the same or similar services as Hays. Employees should not engage in spare time activities of such a nature or to such an extent as to impair fitness to carry out employment duties with Hays. Whilst fully supporting any employee's wish to fulfil a role within the volunteer reserve forces, for example the Territorial Army or as a Special Police Constable, this must be carried out in his or her own personal time. Annual leave must be taken to accommodate any weekday requirements arising from such activities.

Limits of authority on behalf of Hays

Employees, dependant upon their role, have certain levels of authority to commit Hays to any expenditure and these should not be exceeded unless by prior written authority. Where employees are permitted to commit and authorise expenditure, it applies only within the conditions and limits that are issued in writing under the relevant authorisation procedure and which are approved by the relevant managing director or the Chief Executive.

Employees may only make commitments, disclose price or commercially sensitive information to a third party, sign any contract or agreement, vary the Company's terms of business or agree any discounts on fees on the Company's behalf with the written authority of the relevant managing director.

Employees are only permitted to entertain any Hays clients or applicants in or out of the offices with the prior authorisation of the appropriate director.

Employees are only allowed to divulge their personal contact details or address to any client, supplier, temporary worker or applicant of the Company with the authorisation of the appropriate managing director.

Should employees undertake any of the above actions without the appropriate authority, this may be treated as gross misconduct.

GENERAL CONTRACTUAL DUTIES

Hays has the appropriate policies and procedures in place to meet legal obligations and the demands of the business. Employees are expected to comply at all times with Company policies and procedures, codes of practice and conduct, and operating procedures applicable to the area in which they work. Full details of these can be found on the Intranet and employees should address any questions concerning them to their manager or director. Failure to comply may result in disciplinary action.

Code of Conduct and Ethics

The Code of Conduct and Ethics policy encompasses a number of group wide workplace policies to help ensure that the business continues to achieve the Company's aims, purpose and values, whilst outlining the need for all employees to comply with the specific laws and regulations of the communities in which Hays operates.

Furthermore, the code outlines group wide expectations of the level of professionalism, integrity and honesty to be reciprocated by all employees not only through strict adherence to the relevant policy principles, rules and procedures but also through demonstrating fairness, a respect for diversity, open communication and an ethical awareness when conducting daily business on behalf of the Company.

Any breach of the Code of Conduct and Ethics policy by a Hays' employee may result in disciplinary action. For more information on the code refer to the Intranet under 'HR Policies and Procedures'.

Systems Acceptable Use, Monitoring & Data Handling

Acceptable Use of Systems

The proper use of the personal data of Hays' staff, candidates, clients, suppliers and other business contacts is vital to the success of Hays' ongoing business, so it is extremely important that all staff ensure that it is properly looked after. The overriding principal of the policy prohibits unauthorised use of Hays' Systems, including any action which involves accessing, creating, posting, viewing, saving, storing, copying, forwarding, sending, transmitting, retransmitting, downloading, uploading, displaying or otherwise disseminating and/or storing material on or through the Systems that Hays believes, in its sole discretion contravenes any of the tenets set out in the policy itself.

Monitoring

All communication sent or received via Hays systems and devices is considered to be work related and as such will be subject to monitoring activities at any time where Hays feels it necessary and in accordance with applicable law. Hays considers it has the following legitimate reasons for monitoring communications:

- to protect against any unauthorised access to, or dissemination of, any Hays' Information;
- to ensure compliance by Staff with all policies and procedures applicable to their employment with Hays (including this Policy) and the terms of their employment contracts;
- to detect any unlawful or illegal activity or risk to the Systems or any Devices;
- to prevent reputational risk and/or any civil or criminal liability on the part of Hays due to the acts or omissions of any Staff; and
- to undertake appropriate investigations in the context of internal or external complaints or disciplinary issues.

Hays recognises that from time to time personal use of the systems may be necessary, provided that use:

- does not interfere with the proper performance of their professional duties;
- is of short duration and frequency;
- does not create additional expense to Hays;
- does not interfere with or compete with Hays' business; and
- does not breach any of the terms of this Policy or any other Hays policy.

Handling Obligations

Hays information is Hays property and as such all employees have a duty of confidentiality. All employees are individually responsible for any and all Hays information at their control and must ensure that it is kept secure and confidential at all times and in accordance with relevant privacy policies.

Serious about Security

We process large volumes of personal data relating to our candidates and clients, who place their trust in us to hold this information safely and securely at all times. It is the responsibility of us all to be serious about security.

To minimise the risk of cyberattack, employees should not click on links or attachments in emails unless they are 100% sure that they are legitimate and business related. If they receive emails which are not work related and which may contain viruses or malware these should be deleted immediately.

Passwords should not be given out to any other Hays employee other than, under exceptional circumstances, IT Support for solving issues, who will organise to change it at the next login. Employees should not under any circumstances write down their password on a piece of paper, ask for another user's password or give their password to another user, for instance when they go on holiday.

When leaving work, employees should logoff from their workstation – and not leave it logged on overnight. Similarly, employees should logoff from their workstation when they are away from their desk for any extended period of time and lock their PC screen for any shorter periods of time away from their desk. We recommend shutting down PCs at the end of every week.

Employees must not:

- Connect any non-Hays device (e.g. personal laptops) to the Hays corporate network.
- Copy Hays business data to USB removable storage devices unless correctly encrypted.
- Connect personal USB sticks to the Hays corporate network as this increases the risk of virus and malware transfer.
- Install, or attempt to install, any software or applications.
- Store documents on desktop – it will be wiped each night for security purposes.

We are also serious about security in all of our offices which is why all employees must wear their employee ID badge at work. Employees should also be careful of tailgaters when entering or exiting the office and challenge anyone they don't recognise that isn't wearing a Hays badge.

Social media

The Company Social Media (UK&I) policy outlines the conduct expected of employees utilising social networking sites such as LinkedIn or micro-blogging services such as Twitter when conducting Hays' business. This policy also provides guidance and recommendations to employees on how to use social media as a business medium, particularly on avoiding unauthorised disclosures of confidential information and any breach of anti-competition legislation.

All client and candidate connections made on a business networking site must be entered onto the OneTouch database. Employees must also register any candidate or client contacts with whom they make contact with on a business networking site onto the OneTouch database (with their consent). Contacts obtained and added to an employee's LinkedIn account through their employment with Hays belong to Hays and must be deleted from their LinkedIn account before leaving Hays. The Social Media (UK&I) policy can be found in the Social Media section, on the Marketing Central Services Intranet homepage.

Copyright and authorship

The entire copyright, design right and all rights of a similar nature in relation to any systems, data or other material made by or created by employees whilst performing their duties during employment with Hays are owned by the Company. Employees will warrant and acknowledge that the Company shall be the first owner of such rights.

Privacy & Data Protection

Data protection legislation relates to all information held and processed on behalf of applicants to internal jobs, permanent employees, temporary/contract workers, candidates and clients. It is the responsibility of all staff to adhere to the terms of Hays' Privacy policies. It is therefore important that all staff read the policies on Hays' Intranet and query with their manager any gaps in their understanding to avoid unwitting transgression of the letter or spirit of the legislation. Accuracy and relevance of information held and the security and integrity with which it is dealt are of paramount importance. Failure to comply with the policies may lead to disciplinary action.

Hays processes staff personal data on the basis that it is necessary for us to carry out our obligations under our contract with you, to ensure that you are properly fulfilling your obligations to us, and to ensure that we are fulfilling our obligations to others.

Confidential information

Employees must not disclose to any other person or Company, information of a sensitive nature (e.g. transactions, margins, business plans, client, temporary worker or candidate details, Curriculum Vitae and covering letters) relating to either Hays or its clients, which is known about as a result of employment with Hays.

No such information should be sent or taken off site other than in specific circumstances, which should be authorised by an appropriate director. This includes the forwarding of any information to personal email addresses. These restrictions apply both during employment with Hays and after employees leave the Company. Whilst still in employment, any breach may result in disciplinary proceedings. Once employees have left Hays, any discovered breach may result in the Company instigating legal proceedings against them.

Competition compliance

Hays has a legal obligation to ensure that all employees are aware of the policy regarding competition law and comply with the responsibilities placed on each individual employee. The Hays Competition Compliance policy is designed to ensure that Hays and its employees do not engage in any anti-competitive practices that could breach competition laws.

Competition laws are designed to prevent unfair, restrictive or collusive practices and thus promote healthy competition in open markets. Adherence to these policy guidelines is vital to the interests of Hays and depends on the fullest co-operation of all its employees, managers and directors. Employees should familiarise themselves with the policy that is available on the Intranet and discuss any areas that are unclear with their manager.

To support Company policy and to ensure that every employee to whom it applies is familiar with the content and the competition laws to which it relates, Hays run an annual training and testing programme. Completion of the programme is compulsory.

Hays Anti-Bribery and Corruption Policy

It is Hays' policy not to give or receive a bribe or participate in any other form of corrupt practice (such as theft, fraud, conspiracy to defraud, blackmail, participation in a criminal organisation and money laundering) under any circumstances. You must read the Hays Anti-Bribery and Corruption Policy, which is available on the Intranet. Any breach of the Hays Anti-Bribery and Corruption Policy will be regarded as extremely serious and will result in disciplinary action being taken including, where appropriate, dismissal.

The Policy provides practical examples and guidelines on how to comply with it in everyday situations. Each year you will complete an online training course covering the Hays Anti-Bribery and Corruption Policy.

All demands for bribes or facilitation payments must be resisted and reported immediately. If a demand is made with a clear and credible threat of personal injury, loss of liberty or other harm, then action will not be taken against you for paying a bribe or making a facilitation payment provided full details are reported to your manager or director without delay.

Gratuities and gifts

Employees may not without prior written consent of the Company accept any gift and/or favour of any kind from a current or prospective client or candidate of the Company or any third party. Where gratuities are received from candidates or customers or any other third parties, it is the employee's responsibility to ensure that these are declared to their manager and, if appropriate, the HMRC.

Company and personal property

Although Hays takes appropriate measures to ensure the safety of property, employees are also responsible for the care and safety of any property belonging to the Company that is under their control and/or in their possession. Any personal property that is on Company premises is the employee's sole responsibility. The Company accepts no responsibility for loss, damage or theft of personal property and employees are recommended to arrange suitable insurance cover for anything personal that is brought to work.

Hays car benefit and driving on behalf of Hays

The car benefit provided within Hays is underpinned by our core principles of driving cost efficiencies, encouraging the health, safety and wellbeing of all our drivers, and the promotion of environmentally friendly models of car. Where you are eligible for a car benefit, this may take the form of either a car or car allowance depending on eligibility, your role and the needs of the business.

By receiving a car benefit the company expects its employees to understand the standards of road safety and Highway Code, hold a valid, full UK driver's licence and be able to drive on company business with the necessary business insurance in place.

All employees driving on Hays' business, whether in their own vehicle or in a vehicle supplied or leased through the company must ensure they comply with the relevant aspects of the Company Car policy and Hays Safe Driving Guidelines which can be found on the Intranet.

All drivers of company vehicles and those receiving a car allowance, will be subject to licence checks with the DVLA shortly after joining Hays and at regular intervals thereafter (frequency depends on endorsements found). You may only drive a Hays vehicle once your licence has been checked. To do this, drivers should call The Miles Consultancy on 0843 222 6000 and arrange for access to their online portal where the licence details can be uploaded, and authorisation given to perform the check.

Full guidelines regarding the use of company cars including pool cars, and your obligations and duties are contained within the policy and guidelines.

Consequences of termination relating to property and sensitive information

Upon leaving the Company for whatever reason, employees must immediately provide their manager or director with all Company property and data, including but not limited to, copies of files, documents, keys, papers, lists of temporary workers, client lists, applicant lists, records, materials and other property of or relating to the Company howsoever held.

Contact with the media

No Hays employee is permitted to speak to any journalist or media outlet without the prior approval of the Head of Corporate Communications or local public relations manager. Any enquiry from a journalist (including newspaper, online, television, radio or trade publication) must be immediately referred to the local PR/marketing teams or to the Head of Corporate Communications. If, for any reason and in whatever circumstances such contact takes place without consultation with the Head of Corporate Communications in advance, the discussion must be reported as soon as possible after the event.

Employees must also gain prior approval from group or local communications before participating in any public industry event where there could be journalists in attendance or before agreeing to participate in any media event.

Any deviation from this policy may result in disciplinary action.

Mobile phones

If employees are provided with a Company mobile phone or BlackBerry device, it is to be used for business calls only. If the mobile phone or device is used for private calls, the Company will require employees to reimburse the cost of these calls.

Employees should take care of the device and ensure it is secure at all times. In the event that a device is stolen, employees should notify their manager immediately to report the theft.

Mobile phones (and other equipment) are provided at the discretion of the Company on the basis of business need and must be returned to Hays on a director's request or on the employee's last day of employment.

It is currently a criminal offence for a driver to use a hand held mobile phone whilst driving in the UK. Hays does not require employees to use a mobile phone whilst driving. All mobile phones should only be used with approved fixed hands free kits whilst driving if the employee chooses to make or receive a call whilst driving. This policy applies to all employees:

- Whilst driving on Hays' business irrespective of whether the vehicle or the mobile phone is provided by Hays.
- Whilst using a mobile phone whilst driving for pleasure in a Company supplied vehicle.
- Where the vehicle being used does not have an approved fixed hands free kit, the mobile phone should be switched off.

Dress code

The clothes you wear make a statement about who you are and reflect on our company brand. Keep this in mind when making dress choices and consider if what you are wearing will create a positive impression of you and our business.

Criminal offences

Employees must notify their director if they are convicted of a criminal offence or they receive a notice of court appearance for a criminal offence, giving details of the offence and any penalty. Failing to advise the Company of criminal offences which are then discovered, may result in disciplinary action.

Smoking

The Company has a no smoking policy throughout all premises. Smoking on Company premises will be deemed an act of gross misconduct, an environmental health and safety risk and may result in disciplinary action.

Alcohol and drugs

Employees must not be under the influence of alcohol, illegal or non-prescribed drugs or affected by the abuse of solvents or similar substances whilst in the workplace to the extent that the quality of work or interaction with colleagues or clients becomes detrimental or inappropriate.

If reasonably suspected of being under the influence of any of the above, employees may be asked to leave the office for the remainder of the day or to attend a medical examination. The employee's manager or director will conduct a thorough investigation as soon as is reasonably practicable. Full cooperation with an investigation interview will be required, including where appropriate an independent medical examination. Use or suspected use of any illegal substances or alcohol abuse may lead to disciplinary action.

Employees must not be involved in any transaction in connection with the handling, possession, sale or purchase of illegal drugs. In addition, illegal drugs must not be brought on to Company premises.

The consumption of alcohol at any establishment during working hours is forbidden, unless under exceptional circumstances and authorised by the relevant director.

If employees suspect or know that they or a colleague has an alcohol or drug related problem, they are encouraged to seek help and treatment voluntarily, for example by contacting the Employee Assistance Programme (EAP). The EAP details can be found in your 'My Choice' portal or via the Wellbeing@Hays pages of the intranet..

PAY ARRANGEMENTS

This section explains pay and benefits arrangements at Hays.

Payment timing

Employees will be paid on a 4 weekly basis in arrears. All amounts paid will be credited directly into bank accounts via BACS to arrive in an employee's account on or around the Friday of Week 2 in each period. Payroll is administered in New Malden. Any queries with regard to salary, tax or NI should be addressed to the relevant payroll administrator; however issues concerning commissions, over or under payment will be handled first by the employee's director.

Overpayments and under payments

Occasionally over or under payments may occur, usually due to the appropriate paperwork arriving in staff payroll after cut off times in the period (eg. commissions, credits, unpaid absences). This will be rectified through positive or negative adjustment, as appropriate, usually in the next main pay run following receipt of the paper work. Any such adjustment will be itemised on the employee's payslip for that period. The Company reserves the right to reclaim any amounts overpaid in error. If employees do not notify the Company of receipt of a payment to which they are not entitled, this may constitute serious misconduct.

When employees leave the Company, any loans, outstanding balance on any benefits, overtaken holiday or other overpayments (in particular overpayments of commission) will be deducted from any final net pay due to them.

Where the amounts owed to Hays exceed the amount due in an employee's final net pay, it is a term of employment that they pay back the balance immediately unless the Company has agreed to alternative repayment terms. Failure to repay monies owed may result in legal action being taken against the employee concerned.

Commission

Details of any commission percentages for fee earners are itemised in schedule 2 of the contract of employment.

Part-time employees should also read the Part-time Pay and Benefits policy on the Intranet for details of how we apply management commission where this is applicable.

Any queries relating to commission must be raised in writing (email will suffice) with the employee's line manager within three periods of payment. After this time, the Company will not make any pay adjustments. After the three period window has passed, it will be assumed that the employee has checked and verified his/her commission payments and is satisfied that the payment is correct.

For fee earners, commission may be held for up to a maximum of six months to cover credits which clients claim subsequent to termination.

Please refer to your contract of employment in relation to the treatment of commission during any period of sickness absence and notice period.

My Choice and SMART benefits

Hays employees have access to a wide variety of benefits via a flexible benefits system, My Choice and via SMART benefits. SMART stands for Save Money And Reduce Tax. SMART benefits are sometimes referred to as salary exchange or salary sacrifice benefits.

Some of the benefits operate on a tax efficient SMART basis, whereby employees agree to a reduction in their gross (pre tax) salary in return for receiving a benefit from Hays. The reduction will be equivalent to the cost of the benefit and it represents a change to an employee's terms and conditions.

Some of the following sections will refer to pre-SMART or post-SMART salary. Pre-SMART salary is salary before selecting SMART benefits. This appears on the payslip and will be used to calculate items such as basic pay increases, bonuses, overtime, pension contributions and life assurance cover.

Post-SMART salary is the value of an employee's salary after exchanging a part of it for the benefits that operate on a SMART basis. It is the post-SMART salary that will be used by payroll to calculate income tax and national insurance contribution payments.

My Choice offers a range of Anytime and Annual benefits. Anytime benefits can be selected whenever you want so they can be tailored to your needs. Once selected, the benefit will become effective from the first day of the next period after selection. Annual benefits can be selected during the annual selection window or where employees experience a lifestyle event, for example the birth of a child, marriage or a change in working hours.

In addition to the My Choice flexible benefits, Hays operates an employee discount scheme that gives employees access to discounts on a wide variety of products and services. The discounts can be accessed at any time during the year and payments do not go via payroll. Employees pay direct to the companies providing the discount. The discounts can be accessed via the 'Access discounts and cashback' tab on the My Choice website.

New starters will receive an email shortly after joining with details of how to log-in and make their selections.

Holiday entitlement

The Hays holiday year runs January to December and is on a current year basis. This means that employees accrue and must take holiday entitlement in the same year.

Employees should advise their manager of the holiday dates required as soon as possible. Wherever practicable, managers will try to meet any preferred dates; where others on a team have already reserved those dates or at times of high business activity (eg. year end) a request may not be approved.

To avoid disappointment, employees should have their preferred dates authorised prior to booking holidays and making financial commitments. Employees should utilise the 'self service' function in the PS People Management Module (PPMM) when submitting an absence request. Part-time employees are entitled to the number of days annual leave equivalent to the number of days worked (eg. if the employee works three days per week, their annual entitlement on joining is 3/5ths of the full time equivalent). In the same way, annual leave entitlements increase at 2, 5 and 10 year intervals.

Part-time employees should read the Part-time Pay and Benefits policy on the Intranet for details of the treatment of bank holidays and other benefits. Holiday entitlement can be taken in blocks of up to the equivalent of two working weeks (for full time employees that is 10 days). Only in exceptional circumstances agreed by a director, will holidays exceeding two consecutive working weeks be authorised.

Holiday is paid to all Hays' employees at their basic salary rate on the date that it is taken. Fee earning employees will continue to be paid commission on fees earned during their annual leave. Therefore an employee running a temp desk will continue to receive commission on their daybook and an employee running a perm desk will receive commission on any starters during the period of annual leave.

Employees can see their current holiday entitlement through their 'My Hays' portal on the intranet.

National holidays and religious festivals

In addition to annual leave entitlement, bank holidays are paid for all employees employed on a standard five-day working week basis, whether working full or reduced hours. For part-time employees whose standard working week is less than five days per week, they will receive a pro-rated equivalent of the full time allocation (e.g. in the UK there are eight statutory national and bank holidays, therefore somebody who works three days per week would receive 3/5ths of the full time equivalent ie. 4.8 days) which they then allocate to bank or national holidays which fall on days the employee would normally work.

Employees wishing to take time off to celebrate religious festivals or events, which are not classed as bank or national holidays in the UK, should request these dates as holiday in the normal manner and they will be taken as holiday from the annual entitlement. Provided that such requests are made well in advance and there is sufficient cover to allow the office to operate effectively, such requests for religious holidays will normally be approved. If there are a high proportion of people in the same office/department wishing to take leave on the same date(s) then requests will be considered on a first come first served basis.

Holiday entitlement and termination of employment

Where employees have not used all their holiday entitlement accrued at the point in the year when they leave the Company, they will be paid the balance in their final pay unless they are placed on garden leave in which case any accrued but unused holiday entitlement shall be deemed to be taken during the period of garden leave. If employees leave, having taken more than their holiday entitlement accrued at that point in the year, the balance will be deducted from their final pay. In the event that an employee's final pay cannot cover the amount overtaken, they must pay this amount back once advised by staff payroll.

Sickness absence and payment

If an employee is absent from work due to personal sickness or injury they are entitled to receive statutory sick pay (SSP). In addition, an employee may be eligible to receive Company sick pay.

For employees who joined or were promoted onto a Senior Management Contract from 1st January 2016, the following terms apply:

During the first 26 weeks of employment, if an employee needs to take time off for any sickness absence, they will usually receive SSP only.

After completion of the first 26 weeks, employees may then be entitled to Company sick pay provided they have advised the Company in the correct manner in accordance with the contract of employment. Company sick pay may be paid on the following basis:

Fixed term contracts and job levels 7 to 5

Join date to 26 weeks' service	No entitlement to sick pay
26 weeks to 12 months' service	Up to 5 days
Over 1 year's service	20 days in a rolling 12 month period.

For Senior Management Contracts

Join date to 26 weeks' service	No entitlement to sick pay
26 weeks to 12 months' service	Up to 5 days which is inclusive of basic pay, all contractual allowances and commission
Over 1 year's service	20 days Company sick pay (which is inclusive of basic pay, all contractual allowances and commission) followed by 20 days basic pay only

Company sick pay is pro-rated for part time workers.

Once Company sick pay entitlement has been reached, SSP is payable by the Company in line with government guidelines in force at the time. SSP is payable by the Company to employees where they have a spell of four or more consecutive days' sickness. In the event of sickness lasting one to three days no SSP is payable, as these are classed as 'waiting days'. Employees may also no longer be entitled to receive contractual allowances and commission payments once company sick pay entitlement has been reached – and employees should refer to the relevant section in their Contracts of employment for further details.

Company sick pay is calculated on a rolling calendar year (i.e. each month, the number of days absent due to sickness in the preceding twelve months are reviewed to ascertain the employee's entitlement to Company sick pay). Company sick pay for employees who have SMART benefits will be based on their post-SMART basic salary, as the Company will continue to provide the SMART benefits during the period of paid leave.

Employees who are serving notice to leave the company are not eligible to receive Company sick pay for any sickness absence during the notice period.

Employees who joined Hays pre 1st January 2016, and employees on Senior Management Contracts (SMCs):

Please refer to your individual terms and conditions of employment for eligibility and entitlement to Company sick pay.

The receipt of any Company sick pay is always dependent upon employees having followed the correct reporting procedures and provided the appropriate medical fit note where required as outlined both in the contract of employment and this employee handbook.

Expenses

All personal expenses will be credited directly into an employee's bank account following presentation of a fully authorised official expenses claim form available from the Intranet Finance central services homepage. Only directors can authorise an expenses claim form. Employees should also refer to this Intranet page for specific information and guidance relating to each type of expense claim, for example business mileage or entertaining clients.

Professional study

The Company has a scheme to support relevant, work-related, professional study which employees seek to pursue in their personal time. This scheme provides support in terms of funding and time off to prepare for and sit examinations. All applications for study assistance must be supported by a director's approval. A copy of the study agreement signed by both the director and the employee must be held on their personnel file prior to the submission of any study-related claims to staff expenses. Where funding is provided, the Company may require evidence of progress or attendance. Non-completion of exams or a course may result in the employee being required to reimburse the Company for some or all of the tuition fees.

CORE BENEFITS

Pension scheme

Upon joining the Company employees will receive information regarding the Company's approach to auto-enrolment and the main Hays Group Personal Pension Plan (GPPP) within their new starter documents.

Any questions relating to pensions should be directed to benefitsadmin@hays.com in the first instance.

For more specific information and to set up a pension plan please contact benefitsadmin@hays.com

No financial advice can be given on the subject of pensions by the Company or its representatives. Employees will need to seek advice from an independent financial advisor.

Private medical insurance (PMI)

Employees will become eligible to join the private healthcare scheme after two years service with the Company. The Company pays one third of the single person's premium, the balance plus any family membership cost will then be deducted from the employee's salary on a period basis over the remainder of the scheme year. Cover cannot continue beyond state pension age. Private Medical Insurance is a taxable benefit, where paid for by the company. Entry into the scheme is restricted to the month immediately following the two-year invitation letter, the annual My Choice selection period or following a Lifestyle Event. For further details please contact the Benefits Administrator or email benefitsadmin@hays.com.

Life assurance

Life assurance will be provided to all employees who have more than one year's service. Non-pension members will receive cover of one times Pre- SMART salary, capped at £25,000. Employees who join the group personal pension scheme after 1st July 2008 will receive life cover of five times their pensionable salary, subject to the scheme qualifying period. Life assurance is subject to acceptance by the insurer. Terms and conditions apply.

Sharesave

The Company may operate a Sharesave scheme from time to time. Employees will become eligible to participate provided they have six months' service at the date of invitation to the Sharesave. Employees can save between a £10 minimum and a £250 maximum per period (a total of 36 payments) over a three-year term. Employees can be in more than one scheme provided that the total does not exceed £250 per month. This amount is fixed and will be deducted through the company payroll, with the option to suspend up to 6 payments during any one scheme. For more specific details on the benefits of the Company Sharesave scheme, please refer to the Intranet Group Company Secretarial homepage.

Dealing in Hays' shares

Hays has an arrangement in place with a city stockbroker for the buying and selling of Hays' shares on behalf of employees. This is a postal dealing service so the stockbroker can only act on received instructions and does not have a facility for price setting. Employee postal dealing forms are available from the share schemes department and instructions for completion are included.

Please note that due to money laundering regulations, employees will be required to verify their identity with copies of passport and/or driving licence before being authorised to trade. For further information please refer to the Intranet Group Company Secretarial homepage.

Interest free season ticket loan

Employees will be eligible to apply for an interest free season ticket loan once their position is confirmed following completion of the probation period. The policy and application form can be found on the HR Policies and Procedures pages of the intranet. The application form, once complete, must be forwarded to the Staff Payroll Team. Immediately after receiving the funds for the season ticket, 13 equal payments, one per period totalling the full amount, will be deducted from the employee's pay until the outstanding balance is cleared.

There can be a maximum of 13 deductions. However employees can indicate a shorter payback period on the application form. Season ticket loans can be used for rail, bus or parking season tickets. They are not personal loans. In the event that an employee leaves the Company before the outstanding balance is repaid, this amount will be deducted from their final pay.

Any shortfall between final pay and the outstanding balance must be reimbursed. Failure to do so may result in legal action being taken against the employee.

Loyalty awards

Our people at Hays play a key role to our success and we reward commitment and hard work with Loyalty Awards. Awards take the form of Lifestyle vouchers, which will be presented at all five-year service anniversaries (5, 10, 15, 20 years onwards). These can be used for a variety of retail vouchers, gift experiences or a combination of both.

ATTENDANCE

Absence from work

If employees wish to take time off for any reason, they should ask their manager for permission well in advance and prior to making any arrangements. Employees can see their current holiday entitlement through their 'My Hays' portal on the intranet.

Where employees are unexpectedly unable to report for work, for example due to sickness, they must notify their manager directly (not via voicemail or text message or any form of social media) prior to their normal starting time, or if this is not possible within 1-hour after their normal starting time. An explanation of the reason for absence and an indication as to when the employee can return to work should be given. If the absence continues longer than the day in question the employee should keep their manager fully informed and report in on a mutually agreed basis.

As long as this procedure has been followed and any necessary medical fit notes presented, employees will be entitled to receive the appropriate payment or authorised unpaid leave will apply (e.g. in the case of 'time off for dependants'). For absences due to sickness of up to seven days or a working week, employees will be required to submit a self-certification form. For any periods of absence due to sickness above seven days or a working week, employees must provide a medical fit note issued by their GP.

Where absence from work is due to unforeseen circumstances, for example adverse weather conditions, household emergencies (eg. water leaks or a broken down car), employees must either take this from their annual leave entitlement or as unpaid leave in agreement with their director. In certain circumstances a director may agree to the employee working from a more local office than their normal place of work for the duration of adverse weather conditions.

Where the advice from your local authority is not to travel due to it being unsafe to do so, and you are not able to get into an office safely, you will not be required to take annual leave or take this time off as unpaid leave; you will continue to be paid as normal.

In the event that an employee fails to follow an absence from work procedure, any absence may be viewed as unauthorised resulting in the suspension of pay and if appropriate, disciplinary action.

Sickness during annual leave

In the event that an employee is unwell once they are already on annual leave the period of sickness may be classed as sickness rather than holiday, allowing the employee to retake the holiday at a later date. Payment will be made in line with the employee's contractual sick pay entitlement. To have holiday reclassified as sickness the employee must contact their line manager on the first day of any such sickness and provide medical evidence (for example a fit note or letter from a medical practitioner) to cover the whole period they wish to have reclassified as sickness. These conditions apply regardless of whether the employee is out of the UK at the time of their sickness. Any costs incurred in obtaining medical evidence must be borne by the employee. Any medical certification provided when the employee is away should be presented upon their return to work. Where the sickness absence extends beyond the employee's annual leave period, the remainder of the days on the certificate will be deemed as sick leave and will be subsequently paid once they have followed the Company procedure for reporting sickness absence.

If an employee is unwell before starting their pre-booked annual leave, this leave period can be deferred to another time subject to the agreement of their Manager/Director.

Employees must advise their manager as above of the need to defer annual leave for this reason.

Medical examinations and reports

In the event of an extended period of absence or repeated short-term absences, the Company reserves the right to apply for a medical report or request that an employee attends a medical examination by a nominated doctor or other specialist. An employee's full consent following the terms of the Access to Medical Reports Act 1988 will be sought and employees retain the right to refuse such a referral. Any such reports or examinations will be paid for by Hays and retained on the employee's personnel file for as long as is reasonably necessary. If employees do not undergo a medical examination within four weeks of being requested to do so by the Company, this may amount to a breach of contract, entitling us to terminate their contract.

Lateness

Where employees are unexpectedly delayed and cannot arrive before the contracted start time, they should contact their manager directly (not via voicemail or text message). A full explanation and an expected time of arrival should be given. Once employees arrive in the office, they should advise their manager immediately and at the manager's discretion may be required to work additional time on the same or another day to compensate for the lateness. Failure to arrive at the contracted start time on a regular basis will result in an investigation and where appropriate, disciplinary action being taken.

Medical and dental appointments

Where possible, medical and dental appointments should be made outside normal working hours. Where an appointment can only be made during working hours, so as to minimise disruption to work, the time off required should be authorised by a manager where possible in advance of making the appointment. Should appointments be taken during working hours, the Company reserves the right to ask employees to work additional hours on the same or a later date to compensate for the time lost. These provisions do not apply to antenatal care appointments.

Jury service

If an employee is required to act as a juror, they should advise their manager immediately by presenting the notification received from the Crown Court. In some instances, due to business requirements, employees will be asked to request to defer the jury service. In such a case, the Company will offer employees assistance in writing to the court to request that their jury service is deferred. There is no provision for Hays as the employer to request to the court that jury service be excused.

Employees should forward the Certificate of Loss of Earnings to the relevant payroll administrator to be completed well in advance of taking leave for Jury Service. It is the responsibility of employees to contact the relevant payroll administrator the week preceding the commencement of jury service and again in the early part of the week following the end of Jury Service to advise the exact dates. Although there is no statutory requirement placed upon the Company to pay an employee who acts as a juror, Hays will reimburse any employee where there is a shortfall between the employee's basic daily salary and the daily compensation for loss of earnings paid by the Court for the duration of the customary ten-day period of Jury Service only.

The Company will indicate in advance whether it requires employees to return to their usual office location in the event of him or her not being required to sit as a juror on any day or part of a day during the customary ten-day period of jury service. Employees must return to work for those days (or half days) as required. Failure to do so will constitute unauthorised absence and will be treated accordingly. No reimbursement of shortfall will be paid in these cases.

Employees will be asked to send to the relevant payroll administrator a Jury Leave form signed by their manager or director to confirm the days when they returned into the office during the customary ten-day period. Initially the Company will deduct each day (or part of day) for which an employee is unable to attend work due to court duties as a juror. To reclaim any shortfall between net daily earnings and the court compensation, proof of court attendance and the amount paid by the court will be required (e.g. a receipt of money received). No other aspect of the employee's contractual terms and conditions are affected. Payment for employees who have SMART benefits will be based on their post-SMART basic salary, as the Company will continue to provide the SMART benefits during the period of paid leave.

Compassionate leave

Should an employee suffer a death in their immediate family, the Company will endeavour to support them through this time in terms of a period of leave to recover emotionally and where they have practical arrangements to make. Employees must advise their manager of the circumstances and the need to take leave as soon as reasonably practicable on the first day of absence.

Employees are entitled to: For close family members (defined as parent, child, sibling, spouse or life partner) 5 days paid leave, which includes the day of the funeral as compassionate leave.

For other family members, for example grandparent, stepparent, step sibling or where the employee is related by blood, adoption, marriage or civil partnership employees will be entitled to the day of the funeral as paid leave. At the discretion of the Director, up to a further days additional paid leave may be given (i.e. up to 2 days in total), taking into account the nature of the employee's relationship with the deceased, the employee's responsibility for making funeral or other arrangements and the need for the employee to travel.

Any additional leave that employees wish to take must be taken as unpaid leave or time off from holiday entitlement and must be agreed with their Manager/Director. For funerals of any other person, time off must be taken from annual leave entitlement or as unpaid leave.

Payment for employees who have SMART benefits will be based on their post-SMART basic salary, as the Company will continue to provide the SMART benefits during the period of paid leave.

Career break leave

Where business needs allow, Hays supports the use of 'career break leave' for the retention of valuable skills and experience in the long term. Career breaks can, amongst other things, allow employees to focus on personal goals or the development of additional skills, experience or qualifications.

All employees with two years continuous service and no outstanding performance issues are eligible to apply for a period of career break leave, normally of no longer than one year in any five years of continuous service. Further details on the career break policy and procedure can be found on the Intranet under 'HR Policies and Procedures'.

Although the Company cannot guarantee employees who have taken career break leave a return to work under exactly the same terms and conditions in relation to status, job role and/or salary, every effort will be made to find a role to suit the employee.

All employees returning from career break who have followed the process outlined will retain their continuity of service.

International transfers

Due to the scale and international nature of the business, Hays can offer opportunities for career progression internationally. All employees with a minimum of two years service can apply for these international opportunities, which are advertised stating the key skills and experience required together with language skills and what relocation assistance will be offered. All applications must be handled in line with the standard internal recruitment procedures in terms of communication between the applicant, current and prospective directors. For more specific information, please refer to the International Transfer policy on the Intranet under 'HR Policies and Procedures'.

Continuous service

The Company recognises that establishing opportunities for career breaks and working overseas for Hays will enable the business to retain and enhance the development of skilled employees.

Where employees take up such opportunities, it is important to understand and take into consideration any impact on their contract of employment and benefits.

The terms of re-employment will be those applicable to the new role and previous terms will not be protected.

The length of an international placement will be agreed with the country director and the terms of employment will be those applicable to the role in the host country. Continuity of service is maintained if there is less than three months break in service between leaving the UK and starting their overseas role or between leaving the overseas role and returning to the UK. In both cases a start date in the new role should be formally agreed with the relevant director.

Employees transferring overseas will no longer be eligible to receive UK benefits during their period overseas. The overseas benefits available to the employee, including any compulsory pension arrangements should be notified to the individual as part of the selection process.

When an employee transfers, they can no longer make contributions to the group personal pension plan via Hays. The funds that the employee and Hays have already invested will remain with the plan provider until they are eligible to make their benefit choices, which is normally after age 55, unless they choose to transfer the funds to another scheme. When the employee returns to Hays UK they may resume their contributions. Current regulations would also enable employees to contribute a lump sum if they wish to save towards their pension benefits for the time served whilst overseas (HMRC terms and conditions apply). If employees return to the UK they may resume contributions to the plan on an individual basis.

Should employees wish to continue contributions whilst they have no UK taxable earnings, they may contribute up to whatever limit is in force. Employees will need to arrange this directly with the plan provider.

Pension funds may be transferred overseas with the approval of HMRC; an approved list of Qualifying Recognised Overseas Pension Schemes (QROPS) that have approval to accept such transfers may be found at hmrc.gov.uk use the search word QROPS and follow the links.

Should an employee leave Hays for any reason and then wish to rejoin the Company, their length of service will be calculated from the new start date. Previous service cannot be used to calculate continuous service. In this instance, the employee's new start date (not the original start date) will be used to determine eligibility to all benefits and leave entitlement. Where an employee returns to work for Hays in the UK after a period working for the Company overseas, the Company Continuous Service policy will apply.

THE WAY WE WORK

This section outlines a number of policies and procedures that are integral to upholding our Company values.

Managing Performance Improvement

Hays has an ongoing performance management process which involves managers working with employees to improve performance and behaviour through 4 key stages of setting targets, measuring performance, providing feedback/coaching, and recognising achievements and/or addressing performance shortfalls where necessary.

Managing performance is a daily management task and effectively managing each stage of the performance management cycle reduces the risk of performance issues occurring. If performance issues occur, the goal is to support an employee to improve performance, informally at first, and then via a formal process, as necessary.

If there are grounds for taking formal action over alleged poor performance, an employee will be required to attend a capability hearing, with the right to be accompanied. The following is a brief summary of the stages of the Managing performance process. Further information can be found on the Intranet under 'HR Policies and Procedures'.

Stage 1 Hearing: First Written Warning

Following a Stage 1 capability hearing, if an employee's performance is found to be unsatisfactory, a first written warning will be given. The warning will normally remain active for twelve months (from the end of the review period).

The employee will be advised of the performance problem, the change required, the timescale for achieving this improvement, a review date and any training or support that the Company will provide to assist the employee.

Stage 2 Hearing: Final Written Warning

If the employee's performance does not improve within the review period set out in a first written warning, or if there is further evidence of poor performance while a first written warning is still active, a Stage 2 capability hearing may be held. Following a Stage 2 capability hearing, if the line manager feels that performance is unsatisfactory, a final written warning will be given. A final written warning will normally remain active for twelve months (from the end of the review period).

The employee will be advised of the performance problem, the change required, the timescale for achieving this improvement, a review date and any training or support that the Company will provide to assist the employee.

Stage 3 Hearing: Dismissal

A Stage 3 hearing may be held if the line manager feels:

- An employee's performance has not improved sufficiently within the review period set out in a final written warning.
- An employee's performance is unsatisfactory while a final written warning is still active.
- An employee's performance has been grossly negligent such as to warrant dismissal without the need for a final written warning.

Dismissal will normally be with full notice or payment in lieu of notice, unless the performance has been so negligent as to amount to gross misconduct, in which case the employee may be dismissed without notice or any pay in lieu.

Performance Appeals Procedure

Employees are expected to put any appeal in writing, addressed to the person stated in the outcome letter, within five working days of the date on which they were informed in writing of the decision.

Employees should clearly state their ground for appeal. If an employee raises any new matters relating to their performance in their appeal, further investigation may need to be carried out. A summary of any new information that comes to light will be given to the employee including, where appropriate, copies of additional relevant documents and witness statements. The employee will have a reasonable opportunity to consider this information before the hearing. Written notice of the date, time and place of the appeal hearing will be given to the employee as soon as reasonably practicable.

The appeal hearing may be a complete re-hearing of the matter or it may be a review of the fairness of the original decision in the light of the procedure that was followed and any new information that may have come to light. This will be at the appeal chair's discretion depending on the circumstances of the case. In any event the appeal will be dealt with as impartially as possible. Where possible, the appeal hearing will be conducted by a manager who has not been previously involved in the case.

The employee will have the right to bring a work colleague or trade union representative to the appeal meeting. The chair will confirm their final decision to the employee as soon as possible, usually within 5 working days of the appeal hearing or at a time thereafter that is reasonable and allows for further investigation if necessary. There will be no further right of appeal.

Disciplinary procedure

Hay's business excellence depends on every employee fulfilling their role to the best of their ability. High standards of conduct are set to ensure service delivery for our clients and candidates in an opening working relationship, should problems arise, these can usually be resolved informally by clear communication, training and support.

Occasionally however, more formal procedures are required where the situation is unsuited to or has failed to be resolved through an informal approach. The purpose of a clear and consistent disciplinary procedure is to establish where any employee has failed to meet the expected standard and support them in resolving the matter positively. Therefore it is important that employees understand the various stages of the Company disciplinary procedure and further information can be found on the Intranet under 'HR Policies and Procedures'. The following is a brief summary of the stages of the Company disciplinary procedure:

- No disciplinary action will be taken against an employee until the matter has been fully investigated. At all stages employees will be advised of the nature of the complaint or allegations made against him or her and given the opportunity to state their case before any decision is made.
- There may be instances where suspension with pay is necessary while investigations are carried out. The Company has the right to suspend with pay where there are reasonable grounds for concern that evidence may be tampered with, destroyed or witnesses pressurised before the formal disciplinary meeting; or if there is a potential risk to the business, other employees or third parties in allowing the employee to remain at work.

- If after an investigation interview there is a disciplinary case to answer, the relevant manager or director will notify the employee in writing, inviting him or her to a disciplinary meeting, containing sufficient information about the alleged misconduct or unsatisfactory performance and the possible consequences deriving from the proceeding. At that point, employees will have the right to be accompanied by a fellow work colleague or a trade union representative.
- Employees will be advised of the outcome of the disciplinary meeting in writing. This written confirmation will also detail the appeal process should an employee wish to appeal against the decision.
- Employees have the right to appeal against any disciplinary decision. Employees will not be dismissed for a first breach of discipline except in the case of gross misconduct; however the Company reserves the right to miss one or more of the disciplinary action stages in the procedure in more serious cases.
- Minor faults will be dealt with informally through counselling, help and advice but where the matter is more serious, disciplinary action will be invoked at one of the stages detailed. The level of action deemed applicable will depend on the nature of the incident.
- A disciplinary meeting may be chaired by the employee's line manager or another manager at the same level. Where the potential outcome of a disciplinary meeting is dismissal the meeting will be chaired by a senior manager at director level or equivalent.

Disciplinary action

In the event that the Company establishes that an employee has committed a disciplinary offence, the following action may be taken:

Stage One: Oral warning

If the employee's conduct does not meet acceptable standards, the disciplinary chairperson can issue the individual with a formal oral warning.

The employee will be advised of the conduct problem, the change in conduct required, the timescale for achieving this improvement, a review date and any training or support that the Company will provide to assist the employee.

The warning should also inform the employee that further disciplinary action would be considered if there is no satisfactory improvement following the review period.

A record will be kept of the oral warning and placed on the employee's file. The warning will be disregarded for disciplinary purposes after six months subject to the employee's satisfactory conduct.

Stage Two: First written warning

If the offence is a serious one, or if a further offence or no satisfactory improvement occurs within six months of the oral warning, following appropriate investigation or review, the employee may be issued with a first written warning.

The employee will be advised of the conduct problem, the change in conduct required, the timescale for achieving this improvement, a review date and any training or support that the Company will provide to assist the employee.

The warning should also inform the employee that further disciplinary action would be considered if there is no satisfactory improvement following the review period.

A record will be kept of the first written warning and placed on the employee's file. The warning will be disregarded for disciplinary purposes normally after a period of twelve months, subject to the employee's satisfactory conduct.

Stage Three: Final written warning

Where an employee's performance remains unsatisfactory or an individual's conduct is sufficiently serious, for example because it is having or is likely to have a serious harmful effect on the Company and/or its employees, the disciplinary chairperson may move directly to a final written warning.

Equally the disciplinary chairperson may issue a final written warning where the 'first offence' misconduct is sufficiently serious but does not justify dismissal.

The employee will be advised of the performance or conduct problem, the improvement in performance or change in conduct required, the timescale for achieving this improvement, a review date and any training or support that the Company will provide to assist the employee.

The final written warning will also inform the employee that further misconduct or unsatisfactory conduct may lead to dismissal.

A record will be kept of the final written warning and placed on the employee's file. The warning will normally be disregarded for disciplinary purposes after twelve months. In some exceptional circumstances the chairperson may decide that a final written warning should remain live on the employee's file for a longer period, particularly where it has been issued as an alternative to dismissal.

Stage Four: Dismissal

The disciplinary chairperson will only dismiss an employee if, despite warnings, their conduct or performance does not improve to the required standard within the specified time periods or if following investigation an act of gross misconduct has occurred.

Unless the employee is being dismissed for reasons of gross misconduct (see examples below) they will receive the appropriate period of notice and the Company reserve the right to pay in lieu of notice in cases of dismissal.

The employee will receive the reason for dismissal in writing and the date upon which his or her employment will terminate.

Gross misconduct

Gross misconduct is misconduct of such a serious and fundamental nature that it breaches the contractual relationship between the employee and the Company. In the event that an employee is found to have committed an act of gross misconduct, the Company will be entitled to terminate summarily the employee's contract of employment without notice or pay in lieu of notice.

Matters that the Company views as amounting to gross misconduct include, but are not limited to:

- Breach of contract of employment pertaining to confidentiality of information.
- Being under the influence of alcohol, or non-medically prescribed drugs at work.
- Dishonesty.
- Stealing from the Company, colleagues or the public.
- Repeated or serious failure to obey instructions, or any other serious act of insubordination.
- Serious breach of the Company rules.
- Acts of violence, bullying, harassment or discrimination.
- Falsifying information or references on appointment.
- Unauthorised absence.
- Acceptance of bribe or falsely claimed commission.
- Working for or seeking to establish a business that is likely to compete with the Company.
- Any conduct tending to bring the Company into disrepute or which results in the loss of custom of a client or applicant or loss of business.
- Possession, custody or control of illegal drugs on company premises.
- Serious neglect of duties or a serious or deliberate breach of contract or operating procedures.

- Conviction for a criminal offence that in our opinion may affect our reputation or our relationships with our staff, customers or the public or otherwise affects your suitability to continue to work for us.
- Deliberate damage to or misuse of the Company's property.
- Damage to the Company's property or reputation.
- Serious or repeated failure to comply with any rules or instructions relating to vetting of candidates.
- Failure to comply with a written warning or final written warning.
- Working for another company in company time without Company permissions.
- Unapproved communication to external media.
- Breach of company's IT, social media, email and intranet policies

Disciplinary appeals procedure

Employees are expected to inform their director or functional head in writing of his or her grounds for appeal within five working days from the date of letter communicating the outcome of the formal disciplinary meeting.

Employees should clearly state their grounds for appeal. These may be against either the disciplinary chairperson's finding that they have committed the alleged act of misconduct and/or unsatisfactory performance, or against the level of disciplinary action taken.

The employee will be invited to attend an appeal meeting as soon as is reasonably practicable following the receipt of their written appeal. The relevant director or functional head will nominate an individual at least as senior as the previous chairperson to hold the appeal meeting. This will be someone who has not previously been involved in the case.

The employee will have the right to bring a work colleague or trade union representative to the appeal meeting. The Company will confirm the final decision in writing. This will usually be within five working days of the appeal meeting or at a time thereafter that is reasonable and allows for further investigation if necessary.

This is the final stage of the Company disciplinary procedure and there is no further appeal.

Grievance procedure

The Company is committed to a policy for resolving grievances in a fair, consistent and timely manner in order to avoid any escalation of conflict within the workplace. Further information on the Company grievance procedure can be found on the Intranet under 'HR Policies and Procedures'.

It is anticipated that most employment related concerns or complaints can be resolved through the normal management channels, for example a confidential informal discussion, or through a named Contact Officer, without the need to invoke the formal grievance procedure. We encourage employees to have open and honest communication with a view to finding an effective resolution for all parties.

Additionally, where appropriate, the Company encourages the use of mediation in resolving difficulties at the informal stage.

If an employee's grievance cannot be resolved informally they should put it in writing and submit it to their nominated manager or director clearly indicating that it is a 'formal grievance'.

- The written grievance should contain a brief description of the nature of the complaint or concern, including any relevant facts, dates, and names of individuals involved. In some situations the Company may need to ask the employee to provide further information.
- The Company will arrange a formal grievance meeting as soon as is reasonably practicable following the receipt of the written complaint. Where there is a need to carry out investigations prior to this hearing the employee will be notified of this requirement.
- The formal grievance meeting will be chaired by appropriate member of senior management who will be unconnected to the matter complained of.
- An employee may bring a companion to any formal grievance meeting under this procedure. The companion may be a work colleague or a trade union representative.
- The Company will write to the employee as soon as practicable and without unreasonable delay after the formal grievance meeting, to inform him or her of the outcome of their grievance and any further action that the Company intends to take to resolve the grievance.

The Company will also inform the employee of their right of appeal.

Grievance appeals procedure

If the grievance has not been resolved to the employee's satisfaction they may appeal in writing to the relevant director stating the full grounds of their appeal, within five working days from the date of letter communicating the outcome of the formal grievance meeting.

The employee will be invited to attend an appeal meeting as soon as is reasonably practicable following the receipt of their written appeal. The relevant director will nominate a more senior individual than the previous chairperson to hold the appeal meeting and this will be someone who has not previously been involved in the case.

The employee will have the right to bring a companion to the appeal meeting. The Company will confirm the final decision in writing. This will usually be without unreasonable delay following the completion of the appeal meeting and any subsequent investigations.

This is the final stage of the Company grievance procedure and there is no further appeal.

Anti-Bullying and Harassment

The Company's approach to bullying and harassment is one of zero tolerance in accordance with the aims, purpose and values of the business. Any instance of bullying or harassment, or other inappropriate behaviour at work that is likely to cause offence or breach the dignity and respect of fellow colleagues may be regarded as serious or gross misconduct. Employees responsible for such behaviour will be subject to action taken in accordance with the Company disciplinary procedure, up to and including summary dismissal depending on the nature and seriousness of the case.

Bullying can be regarded as any behaviour, occasional or persistent, by anyone that intimidates or oppresses another person, possibly for the misuse of authority or power. It invariably has a negative effect on the victim's self confidence, self-esteem and general wellbeing. It can be subtle in nature and is intended to hurt.

Harassment takes many forms, from relatively mild banter to actual physical violence. A single incident can constitute harassment, if it is sufficiently serious. Alternatively a series of relatively minor incidents or actions can be collectively viewed as harassment, in particular if the behaviour persists after the individual has expressed an objection to it or asked for it to stop. It is important to remember that harassment:

- Depends on the view of the individual on the receiving end of another employee's behaviour.
- Does not depend on the severity of the behaviour, for example a joke or comment could be perceived as harassment by anyone who hears it.
- Can include behaviour that an employee can hear or see, even if it is not directed at that individual and has nothing to do with them.

Any employee who believes that his or her dignity has been violated, or that another employee's conduct amounts to bullying or harassment, or that such conduct has otherwise created an uncomfortable working environment has the right to complain using the Company grievance procedure. More information on the Company's anti bullying and harassment procedures can be found on the Intranet under 'HR Policies and Procedures'.

Raising concerns at work (Whistleblowing)

Should employees become aware that a colleague is doing something illegal or improper, they should report the matter to their line manager, HR or via the confidential and free Whistleblowing service, run independently for employees, operating 24 hours a day, seven days a week. For more information including the relevant telephone number, please refer to the Intranet under the Policies and Procedures section of the HR pages. Hays considers all forms of malpractice to be an extremely serious issue and actively encourages any concerns to be raised with the appropriate parties within the Company so that the matter can be investigated and dealt with speedily.

Equal opportunities

The Company is committed to equal opportunities in both the spirit and the letter of all legislation.

Every effort is made to ensure that no discrimination arises during the recruitment and employment of any employee for reasons of marital or civil partnership status, sex (including gender reassignment), race (including colour, ethnic and national origin, nationality), disability, sexual orientation, having or not having dependents, religious belief or political opinion, age, trade union activity and offending background. This means that employees will always be treated in a fair and unbiased way in the assessment of their work performance and/or conduct. Progress and opportunities within the Company will be based exclusively on merit. Achieving a well-balanced workforce, representative of the general community, is the responsibility of everyone involved in the recruitment and development process within Hays.

All employees must read the Hays Equal Opportunities Policy Statement found on the Intranet under 'HR Policies and Procedures' and endeavour in the course of their work to adhere to its requirements. A breach of the equal opportunities policy by any employee may result in disciplinary action. Any breaches of current legislation by employees in relation to unlawful discrimination will be regarded as gross misconduct and may result in dismissal.

Employee references (providing)

All requests received from prospective employers on current or former employees for references should be forwarded to HRSSC@hays.com. The response will be on behalf of the Company by authorised personnel in the prescribed format. Any deviation from this policy may be regarded as a disciplinary issue.

References requesting personal or financial information on employees, for example mortgage applications, should be forwarded to StaffPayroll.newmaiden@hays.com for a response on behalf of the Company by an authorised person and after the appropriate checks have been made with the employee.

Internal transfer and promotion

To motivate all employees to do their best through reward and recognition, employees are selected, promoted and rewarded based solely on their abilities and according to the requirements of the job. Everyone will be given an equal opportunity to progress within the Company.

Hays advertise many, but not all, positions internally as a positive means of valuing employees and encouraging development, career paths and cross-functional moves.

All employees with a minimum of one year's service, except in exceptional circumstances, may apply for an internal transfer following the guidelines outlined in the Hays Internal Transfer Arrangements on the Intranet under 'HR Policies and Procedures'.

Opportunities will normally be advertised on the Peoplesoft Recruitment Module (PRM). This system allows for a search of opportunities by keyword, and may also be viewed by region, specialism, job title and location. Opportunities across the Hays international businesses will be advertised on the 'Careers in Hays' Intranet page.

Internal referral scheme – Referring Experts

Internal referrals from Hays staff have proven to be an excellent source of recruitment for Company employees. In order to reward employee initiative, the Company pays a referral bonus once the new recruit has successfully completed his or her probation. Refer to the Intranet under 'HR Policies and Procedures' for more information on the Referring Experts Scheme.

PARENTS AND CARERS AT WORK

Maternity leave

All pregnant employees are entitled to take up to 26 weeks' ordinary maternity leave and up to 26 weeks' additional maternity leave, making a total of 52 weeks. Employees with 26 weeks at the time of the qualifying week (15th week before the baby's due date) are eligible to Statutory Maternity Pay for 39 of the 52 weeks.

- A pregnant employee has the right to take time off with pay for antenatal care appointments. Employees might be asked (except for the first appointment) to provide evidence of these appointments and to produce a certificate stating that they are pregnant.
- Maternity leave can begin at any point from the 11th week before the baby's due date. In the event the baby is born early, leave will begin the day after the birth.
- To exercise their right to statutory maternity leave and pay (where eligible) employees must follow the notifications procedures outlined in the Maternity Policy and send copies of the documents to the HR SSC.
- Higher rate SMP is paid for the first six weeks of maternity leave. This is calculated at 90% of the employee's weekly earnings over the two pay dates immediately preceding the qualifying week. The calculation will include basic salary, commission and any bonus paid in those pay dates. Hays pays a further 3 weeks at the higher rate giving employees a total of 9 weeks at the higher rate of SMP after which the lower statutory rate (set each April) will be paid for the remaining 30 weeks.

Hays abides by the guidelines set by HMRC and cannot change the qualifying weeks.

Higher rate SMP payments for employees with SMART benefits will be calculated using the post-SMART basic salary.

- During maternity leave an employee's contract, terms and conditions continue as normal with the exception of remuneration. Annual leave continues to accrue and will be paid as a financial amount where is accrued and unused at the end of the Hays holiday year and car benefits (allowance or company cars) will be available for up to 52 weeks of leave. Pension contributions will be made by Hays for 39 weeks and will cease after the 39th week and recommence when the employee returns to work.

- If there is a bonus scheme based on performance over a period of time, an employee's period of maternity leave (after the compulsory two weeks) will be excluded from any qualifying service calculation.
- For further details about the arrangements for maternity leave, employee rights or benefits please refer to the Maternity Policy on the Parents@Hays page of the Intranet.
- Employees whose partner is pregnant or who are adopting have the right to unpaid time off to attend two appointments with their partner. The right applies to employees who are the biological father or parent of the expected baby or who is the husband, civil partner or partner of a pregnant employee/primary adopter.

Adoption leave

Every employee, regardless of length of service, once notified they have been notified of adoption matching with a child under 18 is eligible for adoption leave. Only one parent is entitled to adoption leave. In the event that the Company employs both parents, the parents must elect which of them is to take the adoption leave.

Where practical, employees must follow the procedures for notifying the business outlined in the Adoption Policy about their intention to take statutory adoption leave. Copies of all documentation should be sent to the HR SCC.

In addition to Adoption leave, employees will be eligible for Statutory Adoption Pay (SAP) providing they have had at least 26 weeks service at the week ending the date they have been notified of the adoption match, and that their average earnings are at or above the lower earnings limit. Adoption pay is paid to employees who qualify as follows:

- 9 weeks' pay at 90% of average weekly earnings (using the average basic salary, commission and bonus over the 2 pay dates prior to the date the employee is matched with the child they are adopting).
- 30 weeks at the statutory rate for adoption pay as set by the Government for the relevant tax year, or at 90% of the employee's average weekly earnings, if this figure is lower than the Government's set weekly rate.

All other employment terms for the period of adoption leave mirror those of an employee on maternity leave, for example the length of leave and the returning to Hays procedure.

Paternity leave

An employee whose wife, civil partner or partner gives birth to a child is entitled to two weeks' paid paternity leave provided that they have 26 weeks' continuous service by the week that falls 15 weeks before the EWC.

Paternity leave is also available to adoptive parents where a child is matched or newly placed with them for adoption provided that the employee has the relevant qualifying service. Either parent may take paternity leave where the other is determined the primary adopter and has elected to take adoption leave.

Statutory Paternity Pay is the same as the lower rate of statutory maternity pay. Hays offer employees the option to waive their statutory right to two weeks of statutory paternity pay and instead take one week's Company paternity pay at their normal basic rate. The employee's contract of employment continues as normal during the period of paternity leave. Normal basic pay only applies where employees take Company paternity leave.

For further details about the arrangements for paternity leave, employee rights or benefits please refer to the Paternity Policy on the Parents@Hays page of the Intranet.

Parental leave

Parental Leave is a statutory entitlement for the purposes of caring for a named child for whom the employee has primary responsibility. This right applies to biological and adoptive parents or legal guardians. To qualify for this entitlement, employees must have at least one year's continuous service (full or part time). Employees are then allowed to take up to a total of 18 weeks' unpaid leave until the child's 18th birthday. In any one year, employees may take a maximum of four weeks' parental leave.

Parental leave must be taken in minimum blocks of one week, pro-rated for employees working part-time hours. However, if a child is entitled to disability living allowance employees are able to take parental leave in single days off.

Applications for parental leave should be in writing to the employee's director and need to be made 21 days in advance of the date on which the employee wishes the period of leave to begin. For further information about parental leave, please refer to the Parental Leave policy on the Parents@Hays page of the Intranet.

Shared Parental Leave

Shared Parental Leave allows parents more flexibility over how they share child care during the first year. Eligible employees can share up to 52 weeks of leave between them (50 weeks where the 2 weeks of compulsory maternity leave apply) and may also qualify for Shared Parental Leave Pay.

Employees must complete an application form at least 8 weeks before leave is required, and this must include details of when leave is to be taken.

The leave can start on any day but can only be taken in complete weeks but can be taken in one block ('continuous') or in separate blocks ('discontinuous'). Any application for discontinuous leave however, will have to be assessed to the ongoing needs of the business.

Up to 20 SPLIT days ('Shared Parental Leave in Touch' days) are also available.

For more information about how to arrange Shared Parental Leave, please refer to the policy and resources on the Parents@Hays page of the Intranet.

Time off for dependants

Regardless of contractual hours and length of service, employees are entitled to reasonable unpaid leave to deal with an unplanned event concerning a dependant.

A dependant is defined as a partner, child, spouse or a person who lives in the same house as the employee (but not as tenants or boarders or somebody who lives in the family household as an employee, for example a nanny). A dependant also includes any person who reasonably relies on the employee for assistance or the provision of care arrangements when they fall ill, are injured or assaulted, for example an elderly neighbour or grandparent.

If employees need to take time off for a dependant, they should notify their manager by telephone before 10 am on the morning in question or as soon as it is reasonably practicable to do so in keeping with normal Company unanticipated absence practices. The amount of time off an employee may be granted will depend on their individual circumstances, therefore each case will be judged on its own merits. Once the employee returns to work, any continuing problems will need to be identified with their manager to agree an action plan as to how to deal with them (for example repeated breakdown of regular childcare or home help for an elderly person).

Flex@Hays

Hays supports greater flexibility around working life and Flex@Hays brings together all our different flexible working options and policies to make it easier to find flexible working solutions that work for everyone.

Flex@Hays can be found on the intranet, under the HR Policies & Procedures page and comprises; My Hours, Informal and Formal Flexible Working, Part-Time Working, Flex Tech and other leave options.

EHS RISK MANAGEMENT

Environmental Health and Safety Risk (EHS Risk)

It is an important requirement to read and understand the Hays Health and Safety policy (see below), which sets out the Company standards and mechanisms for ensuring both a safe working environment and safe working practices. This health and safety policy is a personal commitment shared by the Hays senior management team. It provides a framework for the implementation of a positive, no blame, health and safety culture.

Safety and health protection shall be an integral part of all operations including planning, development, service delivery and administration. Under the arrangements section of this policy, details can be found on procedures relating to how the Company aims to control specific EHS risks. Under Health and Safety Law, both the Company and employees have obligations to take reasonable care for the health and safety of themselves, colleagues, candidates and visitors on any Hays site. Should there be anything within the policy that employees do not understand, they should ask their manager or director for further clarification, or contact the EHS Risk Management team.

All UK&I EHS policies and documents can be found on the UK&I EHS Risk Management homepage of the intranet.

Health and Safety policy statement

Hays endeavours to take all reasonably practicable steps to ensure the health, safety and welfare of its employees, and the protection of others not in its employ. The Company recognises its statutory obligations to maintain standards of safety.

The Company also recognises its obligation to members of the public, contractors and visitors. Management and employees are required to co-operate with agreed practices and procedures for improved standards of protection for all persons using the Company's premises.

In order to maintain these stated aims, management will:

- Provide and maintain safe and healthy working conditions in accordance with the Health & Safety at Work Act 1974 and other applicable, relevant statutory requirements.
- Carry out appropriate risk assessments of all premises and tasks carried out within them (to include the risks from fire, noise, manual handling, DSE etc).
- Provide and maintain safe means of access and egress from all Company premises and locations.
- Provide appropriate safety training, information and instruction as required.
- Provide all necessary safety devices, protective equipment and supervise their use.
- Monitor safety procedures and involve employees.

Employees have a duty to co-operate fully in the operation of this policy by:

- Working safely and efficiently, complying with any instruction, information and training in accordance with all Company procedures and statutory obligations.
- Immediately reporting incidents.
- Assisting with the investigation of accidents and aiding the introduction of measures to prevent recurrences.

This policy has the full support and commitment of the Board of Directors of the Company. It will be reviewed annually and, if necessary, revised in the light of legislative or organisational changes.

Environmental, Sustainability and Energy Management

At Hays it is recognised that day-to-day business activities impact upon the environment in a number of ways.

The Company uses natural resources in offices through energy and paper and contributes to carbon emissions through this and also through staff transport. Hays also contributes to various waste streams, which include recyclable waste, general landfill waste, secure disposal and wastewater.

Hays is committed to achieving continuous improvement in environmental performance and to preventing pollution by improving sustainability and operating in a carbon reduction conscious way.

Both the Environmental and Sustainability and Energy Management policies can be found on the EHS Risk Management pages of the intranet.

Display screen equipment (DSE)

The use of display screen equipment plays a significant part in many of the roles within Hays. As an organisation it is a recognised need to safeguard the health and safety of all workers using such equipment. To ensure adequate health and safety in the use of DSE equipment, the Company will conduct a specific risk assessment and take all necessary measures to remedy any identified issues. If employees need to raise a concern relating to health and safety in the use of DSE, they must report this in the first instance to their manager or director who will aim to resolve any issues. In certain circumstances, additional expertise may be required and this may involve the Group Head of EHS Risk or an external organisation.

Employees are entitled to free eye tests at regular intervals. These are provided through the national contract Hays has agreed with its provider. Prior to attending any eyesight test, employees should contact benefitsadmin@hays.com for a voucher. The provider will invoice Hays directly using this procedure. Alternative optician eye tests cannot be reimbursed through expenses. Should an optician indicate a need for spectacles exclusively for the use of DSE, Hays will contribute a fixed sum towards the employee's choice of spectacles.

Accident reporting

All accidents or near miss incidents, however minor they might seem, should be reported in the first instance immediately to an employee's manager. This applies to permanent and temporary employees at Hays offices or client sites, visitors or candidates in the office.

An accident is defined as an unplanned event, which leads to injury. This could be a cut, a trip or a fall, electric shock, exposure to chemicals, violent incident or a car crash on business duties.

The Company's online accident report can be found on the Intranet EHS Risk Management UK homepage.

On completion, the report is automatically emailed to the Group Head of EHS Risk.

On receipt of this information, the EHS Risk department will take appropriate action, including where necessary, conducting a formal investigation.

Certain major injuries (e.g. fractures) and all injuries involving more than seven days off work need to be reported by law to the enforcing authorities.

Although the host client must notify the authorities where appropriate, the temp's controller is also responsible for advising the Hays Head of Group EHS Risk of the details using the Temp Accident Report Form.

The Company needs to be fully advised of the incident in the event of a potential insurance claim.

Maternity

The Company has an obligation to ensure that employees have a safe working environment at all times and during pregnancy Hays need to ensure that nothing is compromising this.

Line managers and pregnant employees will conduct a maternity risk assessment and if at any time there are concerns they should be raised with the manager or director. The Company wants to ensure that pregnant employees are comfortable in the workplace and will look at all reasonable requests to make working as easy as possible whilst aiming to meet the needs of the business.

Training (EHS)

All employees will receive mandatory online EHS risk induction training as well as site-specific EHS risk awareness from their manager. All employees will be trained in DSE requirements, including how to set up your workstation and will be required to submit a DSE self-assessment form. Other training, which is mandatory, includes fire safety awareness and environmental awareness.

Additional training will be provided on any specific risks and the control measures that the Company has implemented to control those risks.

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