

Jago: Employee Handbook

Introduction

This Employee Handbook is designed to provide essential information to all employees as to official policies and practices. Our aim in producing this is to provide a one-stop information point where you can access all the information you are likely to need in relation to working with us.

This system provides an overview of the terms and conditions of your employment, and outlines what you can expect from Jago as your employer. In return we ask of you a high degree of commitment, dedication and loyalty to help us achieve the aims and objectives of the company.

This is a living system; the versions of policies and procedures you see here will be the most up to date and any printed copies should not be relied upon. These are your policies too; we want you to share your ideas and challenges so we can nurture the culture we are building.

Anything you see on this system reflects the current minimum standards we are working to.

We hope you will find this a useful guide during your time with Jago. However, if you are unable to find the answer to your question here, please feel free to contact Ryan and he will find an answer for you.

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About Jago

Jago was started in July 2014 by Ryan O'Keefe and Steve Richards. Ryan acts as Business Leader for Jago.

We have grown steadily, and underwent a change of name from Lead Agency to Jago in January 2018. In 2020 we began offering personal branding services.

We mostly work remotely, with a mixture of full-time staff and contractors.

Values & Expectations

Jago Values:

- People first
- Actively listen
- Be authentic
- Think big
- Make it happen

Jago believes our employees are our greatest assets and we recognise our responsibility to ensure they are afforded appropriate development throughout their employment. Our aim is to support and develop employees in their role so that they feel confident to undertake the responsibilities placed upon them and ultimately are able to contribute to the success of the company.

Seek to understand - listen to influence

Jago employees are genuinely interested in hearing from others; our team members display confidence and clearly articulate their viewpoint in order to bring about change. We take both the immediate and longer term into account when seeking to influence.

Empower and energise others

We inspire each other to follow Jago's vision and mission and each play a part in achieving it. We empower and equip each other to excel in our roles.

Release potential - in yourself and others

We prioritise our development, helping ourselves and each other to grow in our experience, skills and talents.

Vulnerability is our strength

We aim to have the courage to be real and authentic with others and create an environment where everyone feels safe to do so.

Expect the best and hold ourselves and others accountable

We each take responsibility for our delivery and actions and hold each other responsible for these. We are not afraid to celebrate success or to make difficult decisions or to have the difficult conversations that will build a culture of excellence. We aim to do the right thing, however tough.

Show the way - collaborate to achieve

We recognise that we are stronger and have a greater impact when we work and move forward together. We encourage diversity as a source of genuine strength.

Probation Periods

All new staff are subject to a probationary period of 3 months. An initial informal review will take place after month 1 & 2 with your line manager, with a formal review after 3 months. Your appointment will be confirmed on satisfactory completion of the 3 month period.

During this probationary period you will be given appropriate support and development opportunities to help you reach the required standards.

Extension of the probationary period may be granted to enable the required standards to be achieved, but failure to do so could result in termination of your employment.

Hours of work

- Standard working hours at Jago are Monday to Friday, between 9am and 5.30pm.
- Weekends are not considered normal work days.
- You are not required to work on bank holidays, but you will be paid for these days as part of your normal monthly salary.
- Your normal hours and working pattern, if different from the above, will be specified in your Employment Contract.

- The full-time contracted hours for all posts within Jago are 37.5 hours per week excluding daily meal breaks.
- Full time team members are entitled to a one-hour unpaid lunch break each day.
- Jago reserves the right to vary your hours and pattern of work, following consultation and agreement with you.
- Persistent poor timekeeping affects other employees and our clients. This is not acceptable and will therefore be treated as a potential disciplinary offence under our disciplinary procedures.

Flexible working

- Jago has a policy of trying to assist staff to balance their work and home life, and is therefore willing to consider requests from staff to vary their working hours or work pattern. Such requests will be considered taking into account the impact on the organisation, work colleagues and any other relevant factors.
- Any member of staff with at least 26 weeks' service with the company may make a formal written request for flexible working arrangements. Should you wish to progress this you should speak to your line manager.
- Please note that only one such request should be made in any 12 month period and that flexible working is not an automatic or statutory requirement.

Ad hoc flexible working

- From Tuesday to Friday, you may begin/finish work up to one hour earlier.
- On one day per week (from Tuesday to Friday) you may begin/finish work up to two hours earlier.
- You may also work late one evening and finish early the following day.
- We prefer to have the whole team available at 9am but will consider requests to start later on a case by case basis.
- All flexi time must be agreed during the Monday morning team meeting. It is important to ensure that there is always someone aside from Ryan available to answer the phone between the hours of 9 and 5:30.
- Amendments to start/finish time should be added to your Google Calendar so that all team members can see when you will be unavailable.
- If you are finishing early, it is advisable to send a group message at the beginning of the day to remind the team you will not be working standard hours.
- As a general rule we cannot agree to any flexi time hours on a Monday due to the amount of collaboration required.

Criminal record checks

- Some employees may be required to undergo a criminal record/DBS check. This is only in very special circumstances where your employment with us means you are likely to come into contact with children or vulnerable adults (or certain other particular circumstances).
- Should a criminal record check be required, we will discuss the situation with you prior to confirming your appointment (or relevant change to your job).

Conflict of interest

- You should not, directly or indirectly, engage in, or have any interest, financial or otherwise, in any other business enterprise which interferes or is likely to interfere with your independent exercise of judgement in Jago's best interest.
- Generally, a conflict of interest exists when an employee is involved in an activity:
 - Which provides products or services directly to, or purchase products or services from Jago
 - Which subjects the employee to unreasonable time demands that prevent the employee from devoting proper attention to his or her responsibilities to Jago
 - Which is so operated that the employee's involvement with the outside business activity will reflect adversely on Jago

Standards of performance & behaviour

Appearance

- Jago does not seek to inhibit individual choice in relation to your appearance. For the most part, as a remote worker there are no requirements regarding your appearance.
- On occasion you may be required to attend meetings with clients, at which times appropriate business attire should be worn.
- If you have any queries as to what is appropriate please speak to your line manager.

Telephones & correspondence

- Company mobile phone facilities must not be used for private purposes without prior permission from your line manager.

- If for any reason personal use is made of these items then arrangements must be made to pay the cost price of any services used.
- Abuse of these facilities will be considered a potential disciplinary matter.

Confidentiality

- It is a condition of your employment that you have a duty of confidentiality with regards to Jago.
- During the course of your employment you may find yourself in possession of sensitive information, the disclosure of which could be construed as a breach of confidentiality.
- It is a condition of your employment that you must not discuss any company sensitive or confidential matter whatsoever with any outside organisation including the media.
- Any such breach of confidentiality would be deemed as gross misconduct except as otherwise provided or as permitted by any current legislation (eg the UK Public Interest Disclosure Act 1998) and could lead to your dismissal.

Email and Internet use

- If you have access to company email as part of your job you must not abuse this by using your email for purposes unrelated to Jago business.
- Jago email addresses are provided for responsible use on Jago business and should not be used in any other way whatsoever.
- You must not make reference to Jago or its services, or represent yourself on behalf of the company on social media without formal permission from Jago to do so.

Mental health

- We have an open approach to mental health at Jago. We understand that everyone can struggle with mental health issues from time to time, and that these can range from having a bad day to requiring medication or time off.
- If you are having problems and would like to talk, you can arrange a private chat with Ryan or with your line manager.
- We recognise that sometimes mental health can be a difficult topic to discuss, and that sometimes it feels like there is not much to say. It can be helpful to let the rest of the team know that you are not feeling great, and with this in mind we all use the following when communicating on Slack:
 - If you are feeling a bit “off” but attempting to carry on as normal, use the :cloud: emoji as your emoji in your Slack status
 - If you are feeling very bad and feel that it’s affecting your work but don’t want to take a day off sick, use the :rain_cloud: emoji as your emoji in your Slack status.

- All team members at Jago should be aware of these two emojis and what they mean if they appear in someone's Slack status. It is important to respect that someone is struggling, and to refrain from chasing them for work or input during this time.
- If you feel that you need to take a "mental health day" to take care of yourself, send an email to your line manager to let them know you will not be contactable.
- If you experience an ongoing problem with your mental health you should contact your line manager to discuss how Jago can help you to work through this and support you.

Receipt of gifts

- Your working relationships may bring you into contact with outside organisations where it is normal business practice or social convention to offer hospitality, and sometimes gifts.
- Offers of this kind to you or your family can place you in a difficult position. Therefore no employee or any member of his or her immediate family should accept from a supplier, customer or other person doing business with Jago, payments of money under any circumstances, or special considerations such as discounts or gifts of materials, equipment, services, facilities or anything else of value unless:
 - They are in each instance of a very minor nature usually associated with accepted business practice
 - They do not improperly interfere with your independence of judgement or action in the performance of your employment
- In every circumstance where a gift is offered, the advice of your line manager should be sought.

Bribery and other corrupt behaviour

- Jago has a strict anti-bribery and corruption policy in line with the Bribery Act (2010).
- A bribe is defined as: giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.
- If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for the company, or to obtain or retain an advantage in the conduct of the company's business this will be considered gross misconduct.
- Similarly accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances you will be subject to formal investigation under Jago's disciplinary procedures, and disciplinary action up to and including dismissal may be applied.

Data protection & access to information

- Jago will comply with all statutory requirements of Data Protection law including the requirements of the General Data Protection Regulations (GDPR).
- Any personal or sensitive information on an individual which Jago holds is covered by this legislation, and this includes emails. If you receive a subject access request you should refer this immediately to your line manager.
- If you are a user of information like this you must be sure you are not breaching any data protection rules when you store or use information and when you write and send emails. This could include but is not limited to:
 - Using data which has not been kept up-to-date
 - Passing on or processing personal information about an individual without their consent
 - Keeping personal information longer than necessary
 - Sending personal information outside the country
- If any breach of data protection rules is discovered such as the leaking or hacking of personal or sensitive data, this should be reported immediately to your line manager, and any immediate action should be taken to close down such leaks. Your line manager will ensure this is properly investigated and the appropriate reporting actions taken if necessary.
- Employees may request access to the information held on them by Jago. All such requests should be made in writing. There is no charge for this service.

Changes in personal information for employment purposes

- It is important that our records are correct as inaccurate or out of date information could cause problems with payments or emergencies. You **must** notify your line manager immediately of all changes in the following personal information:
 - Name
 - Home address
 - Telephone number
 - Bank details
 - Examinations passed/qualifications gained
 - Emergency contact
 - Driving licence penalties (if you are required to drive on Jago business)
 - Criminal charge, caution or conviction

Holiday entitlement & conditions

- Full time employees are entitled to 20 days' annual leave per year, plus 8 bank holidays per year which are paid - a total of 28 days' paid holiday per year.

- The holiday year runs from April to March.
- Holiday days may not be carried over from one year to the next - we encourage all staff to use up their holiday entitlement within the year so that they are well rested and energised.
- All staff members will receive an additional day of holiday for each full year they work for the company.
- All staff members will receive an additional paid day off work for their birthday each year.
 - This is to be taken either on their birthday or within 3 working days either side.
 - A birthday day off should be confirmed in writing via email with your line manager, with a notice period of 2 weeks.
- We may on occasion give employees additional holiday days as a reward for outstanding work/effort.
 - Discretionary holiday days must be used within 4 weeks - we want you to feel the reward of the outstanding work that earned you this time.
- Holiday should be booked with Ryan O'Keefe via peopleHR, at least four weeks in advance. Allowances may be made in circumstances where four weeks' notice is not possible.

Sickness/injury payment & conditions

Jago values good attendance at work and is committed to improving the general wellbeing of its employees to achieve this. Although we aim to secure regular attendance, we do not expect employees to work if they are unwell.

Notification of absence

- Your line manager should be notified as early as possible if absence from work is anticipated for hospitalisation and other medical treatment.
- If you are unable to work because of sickness or injury, your line manager must be notified by telephone before your normal start time or as soon thereafter as possible on the first day of absence, if possible indicating a day of return.
- Notification should be made by you personally unless this is not possible due to the nature of the illness, where you should arrange for someone else to call on your behalf.
- During prolonged periods of absence your manager should be kept informed of progress and an expected date of return.
- Any employee who has been absent due to sickness and is found not to have been genuinely ill will be subject to disciplinary action, which could include dismissal.

Sickness payments

- Payment of Occupational Sick Pay will be made on a sliding scale depending on length of service and sickness period.
- From your first day of absence you will be required to complete a self-certification form available through your line manager on your return.
- If you are absent for longer than 7 days you will require a statement of Fitness for Work from your GP.

Pension

- The Jago company pension is held with Nest.
- You will be automatically enrolled in the company pension after 3 months of working at Jago, with a lower earning threshold of £833. You have a month to opt out of the pension after this point
- As at April 2019 Jago contributes 3% of your salary to your pension; your contribution is 5%.
- You can obtain full details of the Jago company pension scheme by requesting them in writing from Ryan.

Training

We believe training and self development are important in any role, and as such we are happy to provide training for our team members. This may include:

- Contributing to or paying for online training, in-person training or other learning
- Providing one-off workshops for developing particular skills

One-off workshops will be organised and you will be invited if relevant to your position.

If there is a course of event you would like to attend, you must send full details in writing to Ryan who will assess and confirm or deny.

Other benefits of working for Jago

We value our employees and are always looking for ways to provide benefits to our team upon completion of probation period.

These may include:

- A monthly budget for working from a co-working space for people working remotely

- Time off to volunteer or do pro bono work for a local charity or other social enterprise benefiting the local community. This is limited to one day per calendar month and must be confirmed in writing with Ryan.
- Early finishes on Fridays in June, July and August
- Healthcare & Wellbeing: a choice of private medical insurance with benefits or a quarterly wellbeing budget
- An interest-free loan of up to £1000 over 6 months
- Salary issued early on an occasional basis where needed.
- Learning & Development: a quarterly budget for your own growth
- Emotional Intelligence assessment for each employee
- Strengths & EQ coaching for all aspiring leaders
- An expenses-paid trip overseas when Jago hits £1 million in revenue

Inspiration Days

At Jago we love working in the local community, and we encourage our team to do the same. Each member of the Jago team is allowed three Inspiration Days (22.5 hours) per year:

- Inspiration Days are paid days away from Jago work, to be spent supporting a local charity or cause or otherwise making a social impact
- As an incentive to take part in Inspiration Days, you will receive a £25 meal voucher for every Inspiration Day you complete
- To book an Inspiration Day you should speak to your line manager.

Disciplinary rules & procedures

- Jago employees will always be given the opportunity to improve conduct or performance.
- In the first instance your line manager will have an informal chat with you to discuss options and how we can help you to improve. A plan may be put in place at this stage.
- Where matters are more serious or where this informal approach has been tried but has not succeeded, we will use a formal disciplinary procedure.

Disciplinary procedure: Scope

The Jago disciplinary procedure will be used only when necessary and as a last resort. Where possible, informal and/or formal discussions will be used to resolve matters before any disciplinary action is taken. The disciplinary procedure is intended to be positive rather than negative, but sanctions may have to be applied in some instances.

You may discuss any part of this policy with your line manager. They can help to clarify your rights as well as provide guidance and support where it may be needed. Every individual has the right to representation by a work colleague or trade union representative at any point during the disciplinary process.

Suspension

Suspension is not disciplinary action. The purpose of suspension is manifold and can be used when it is necessary to remove a member of staff from the work environment pending an investigation for example to allow time for a “cooling down period” for both parties, to prevent them influencing or being influenced by others or to prevent possible interference with evidence. Only the manager in charge of that individual, or their superior, have the authority to suspend an individual.

An employee suspended from duty will receive written confirmation within three days of:

- The reason for the suspension
- The date and time from which the suspension will operate
- The timescale of the ongoing investigation
- The right of appeal to the immediate manager of the suspending manager should the suspension last more than 7 days.

Counselling

Counselling is an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the employee must be given clear guidelines as to:

- What is expected in terms of improving shortcomings in conduct or performance
- The time scales for improvement
- When this will be reviewed
- The employee must also be told, where appropriate, that failure to improve may result in formal disciplinary action

A record of counselling should be given to the employee and a copy retained in their personnel file. It is imperative that any counselling should be followed up and improvements recognised and recorded. Once the counselling objectives have been met, any record of the counselling will be removed from the employee's file. If during counselling it becomes clear that the matter is more serious, then the discussion should be adjourned, and pursued under the formal disciplinary procedure.

Procedure for formal investigation

Formal investigations should be carried out by the most appropriate manager who is not directly involved with the incident being investigated. This manager may involve others to assist with the investigation process. All the relevant facts should be gathered promptly as soon as practicable after an incident has occurred. Statements should be taken from witnesses at the earliest opportunity. Any physical evidence should be preserved and/or photographed if reasonable to do so.

A report should be prepared which outlines the facts of the case. This should be submitted to the appropriate Director/Business Owner who will decide whether further action is required. Where appropriate, this report may be made available to the individual and their representative.

In most circumstances where misconduct or serious misconduct is suspected, it will be appropriate to set up an investigatory hearing. This would be chaired by the appropriate Director/Business Owner, who will be accompanied by another manager if possible. The investigating manager will be asked to present his or her findings. Witnesses should also be called at this stage, and the employee (or their representative) allowed to question those witnesses. The employee has a right of representation at this hearing.

Following the full presentation of the facts, and the opportunity afforded to the employee to state his side of the case, the hearing should be adjourned, and the the Director/Business Owner hearing the case and other manager should discuss the case and decide which of the following is appropriate:

- Take no further action against the employee
- Recommend counselling for the employee
- Proceed to a disciplinary hearing

Once a decision is made the meeting should be reconvened and all parties informed as to which option has been decided upon.

Should the decision be taken to proceed to a disciplinary hearing, this may follow on immediately from the investigatory hearing provided the following criteria have been met:

- The employee has been formally advised via email that the investigation may turn into a disciplinary hearing, and that they have the right of representation
- The employee has been told in advance what the nature of the complaint is, and had time to consult with a representative
- All the facts have been produced at the investigatory hearing, and the manager/Director is in a position to decide on disciplinary action

Should anyone who is subject to disciplinary action resign during the course of it, the action will cease unless there are extenuating circumstances which require its continuance. The subject of the discipline may also request that the disciplinary action continue.

Warnings

Examples of minor misconduct

Below is a list of examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping
- Absence from work, including going absent during work, without valid reason, notification or authorisation
- Failure to work in accordance with prescribed procedures
- Smoking within unauthorised areas
- Unreasonable standards of dress or personal hygiene
- Failure to observe Jago regulations and procedures

Verbal Warning

A Verbal Warning is appropriate when it is necessary for the manager in charge to take action against an employee for any minor failing or minor misconduct.

First Written Warning

A First Written Warning is appropriate when:

- A verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed
- An offence is of a more serious nature for which a written warning is more appropriate
- The recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action

Examples of Gross Misconduct

Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant a Final Warning, Demotion or Dismissal. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.

- Theft, including unauthorised possession of Jago property
- Breaches of confidentiality, prejudicial to the interest of Jago
- Being unfit for duty because of the misuse/consumption of drugs or alcohol
- Refusal to carry out a management instruction which is within the individual's capabilities and which would be seen to be in the interests of Jago
- Breach of confidentiality/security procedures

- Physical assault, breach of the peace or verbal abuse
- False declaration of qualifications or professional registration
- Failure to observe Jago rules, regulations or procedures
- Wilful damage of Jago property
- Incompetence or failure to apply sound professional judgement
- Bribing or attempting to bribe another individual, or personally taking or knowingly allowing another person to take a bribe

Final Written Warning

A Final Written Warning is appropriate when:

- An employee's offence is of a serious nature falling just short of one justifying dismissal
- An employee persists in the misconduct which previously warranted a lesser warning

Downgrading

This action is appropriate when:

- Previous attempts, via the disciplinary procedure, to rectify a problem have failed and this is a final attempt to solve a problem without having to dismiss an employee
- An employee is considered by the Manager of the department to be incompetent or otherwise unfit to fulfil the duties for which they are employed where dismissal is not thought to be appropriate

Dismissal

Dismissal is appropriate when:

- An employee's behaviour is considered to be Gross Misconduct
- An employee's misconduct has persisted, exhausting all other lines of the disciplinary procedure

Timescales for the expiry of warnings

Warnings issued to employees shall be deemed to have expired after the following periods of time:

- Verbal warnings: 6 months
- First Written Warnings: 12 months
- Final Written Warnings: 18 months (or as agreed and recorded at the hearing)

These time scales remain provided that during that period, no further warnings have been issued in respect of the employee's conduct.

Letter of Warning

All warnings must contain the following information:

- The letter must be issued within 7 days of the date of the disciplinary hearing
- The nature of the offence and where appropriate, that if further misconduct occurs, more disciplinary action will be taken
- The period of time given to the employee for improvement
- The employee's right to appeal to the manager directly above the person issuing the warning
- A copy of the warning and any supporting documentation must be attached to the individual's personnel file
- The employee must also receive a copy of the warning which in the case of any written warning will be sent to their home address by recorded delivery if not handed to them in person
- In the case of a final written warning, reference must be made to the fact that any further misconduct will lead to dismissal, and that the employee has the right of appeal, and to who they can make that appeal

The letter confirming dismissal will contain the following information:

- The reason for dismissal and any administrative matter arising from the termination of their employment
- The employee's right of appeal and to whom they should make that appeal

Disciplinary appeal procedure

Every employee has the right to appeal against the outcome of a disciplinary hearing.

The basis of an appeal should normally relate to one of the following areas:

- That Jago's procedure had not been followed correctly
- That the resulting disciplinary action was inappropriate
- That the need for disciplinary action was not warranted
- That new information regarding disciplinary action has arisen

An appeal should be put in writing to the manager who issued the disciplinary warning/dismissal. The letter of appeal may be constructed by the employee or their representative. The letter should contain the grounds for appeal and should be lodged within 10 days of receipt of the warning/dismissal letter.

An appeal will be arranged within 20 working days of receipt of the appeal letter.

Appeals against Verbal and First Warnings

In the case of verbal and first warnings, the appeal will be heard by the manager next in line to the one who issued the warning.

Appeals against Downgrading, Final Warnings and Dismissal

The hearing and determining of appeals against final warnings and dismissal will be heard by the appropriate Director or Business Owner. If possible they may also involve another senior manager/Director not previously involved with the case.

When dealing with an appeal against a Final Warning or Dismissal the appellant may submit a written statement for consideration by the person(s) hearing the appeal.

The person(s) hearing the appeal may consider the appeal based on the information previously available including the investigation report, and any submissions made by the appellant. They may at their discretion seek any further information which they feel would help them come to a fair conclusion. The decision of the person(s) hearing the appeal are final and no further right of appeal is available.

Grievance procedure

This grievance procedure is intended as the tool by which a member of staff may formally have a grievance, regarding any condition of their employment, heard by the management of Jago. The aggrieved employee has the right to representation by a work colleague or other third party.

In the event that a member of staff wishes to raise a grievance, it is preferable for this to be resolved as close to the individual and their line manager as possible. We understand however that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve Jago employees.

Time scales have been fixed to ensure that grievances are dealt with quickly, however these may be extended upon agreement by both parties.

This procedure is not intended to deal with:

- Dismissal or disciplinary matters, which are dealt with in a separate procedure
- Disputes, which are of a collective nature and which are dealt with separately

Stages of the grievance procedure

Stage 1

Any employee who has a grievance should raise the matter with their line manager/supervisor in the first instance, either verbally or in writing. If the matter concerns the employee's immediate line manager, the grievance should be taken to their superior.

If the manager is unable to resolve the grievance at that time a formal written grievance should be submitted. The manager should then respond within 2 working days (i.e. the manager's normal working days) to the grievance unless an extended period of time is agreed upon by both parties. This response should give a full written explanation of the manager's decision and who to appeal to if still aggrieved.

Stage 2

In most instances, Jago would expect the manager's decision to be final and for the matter to come to a close. However, in some circumstances the employee may remain aggrieved and can appeal against the decision of the manager concerned.

An appeal should be made to the next manager in line and must be made within 10 working days of the original response to the employee's grievance. The appeal must be in writing and contain the original grievance letter. This manager will attempt to resolve the grievance, and a formal response and full explanation will be given in writing, as will the name of the person the employee can appeal to if they are still aggrieved at this point, within 7 days.

In the event that the "next in line" manager at this stage is the Director with responsibility for the employee's function, the grievance should immediately progress to Stage 3.

Stage 3

If the employee remains aggrieved there will be a final level of appeal to the Director responsible for the employee's function. This appeal must be made in writing, enclosing a copy of the original formal grievance letter, to the Director within ten working days of the Stage 2 response. This Director will arrange and hear the appeal with, where possible, another management representative and respond formally with a full explanation within 20 working days.

Where a grievance is raised against a Director, the grievance will be heard by the Chief Executive/Business Owner.

There is no further right of appeal. Where however both parties agree that there would be some merit in referring this matter to a third party for advice, conciliation or arbitration, arrangements will be made to find a mutually acceptable third party.

Bullying & harassment policy

We want everyone to feel comfortable and an equal part of the Jago team. We take bullying and harassment very seriously. We want to provide a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect.

This policy covers bullying or harassment which occurs at work and outside of work, including on work trips, work-related events and social functions.

This policy applies to all staff at all levels including employees, management, agency and casual workers and independent contractors.

What is harassment?

Harassment is any unwanted conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

A single incident can amount to harassment. A person may be harassed even if they were not the intended "target". Harassment also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.

It is unlawful under the Equality Act of 2010 to harass a person because of their age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. It also includes conduct of a sexual nature (sexual harassment). Harassment is unacceptable even if it does not fall within any of these categories, and even if it is not necessarily intended as harassment.

Examples of harassment include, but are not limited to:

- Unwanted physical conduct, including touching, pinching, pushing and grabbing;
- Unwelcome sexual advances or suggestive behaviour;

- Offensive emails, text messages or social media content or the display of offensive materials;
- Unwanted jokes, banter, mocking, mimicking or belittling a person.

What is bullying?

Bullying is offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying can include the use of personal strength or the power to coerce through fear or intimidation, not necessarily from someone in a position of authority.

Bullying may be physical, verbal or non-verbal. It can include conduct that is not face-to-face, including via text message, email and social media. Examples of bullying include, but are not limited to:

- Physical or psychological threats;
- Overbearing and intimidating levels of supervision;
- Inappropriate derogatory remarks about a person or their performance;
- Shouting at staff;
- Persistently picking on people in front of others or in private;
- Blocking promotion and training opportunities;
- Regularly and deliberately ignoring or excluding staff from work activities or work related social events;
- Setting a person up to fail by overloading them with work or setting impossible deadlines;
- Regularly making the same person the butt of jokes.

Legitimate and reasonable criticism of a staff members' performance or behaviour, or reasonable management instructions do not amount to bullying.

Breaches of this policy

Bullying and harassment are not tolerated in our organisation and all staff are required to treat each other, along with our customers, suppliers and any other associates, with dignity and respect.

Breaches of this policy will be dealt with in accordance with our disciplinary procedure. Serious cases of bullying or harassment may amount to gross misconduct resulting in dismissal.

Staff who make complaints or who participate in good faith in any investigation must not suffer any form of retaliation or victimisation as a result. However, making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under our disciplinary procedure. Anyone found to have retaliated against or

victimised someone in this way will be subject to disciplinary action under our disciplinary procedure.

If you believe you are being harassed or bullied

If you believe you are being harassed or bullied, you may wish to raise the problem informally with the person responsible. Explain the situation and how it has made you feel. It can be helpful to describe the event so that the other person is clear about your concerns. Use the opportunity to ask the person to change or stop their behaviour. Alternatively you may speak to your line manager who can provide confidential advice and assistance in resolving the issue formally or informally.

If you do not feel that informal steps are appropriate, or they have been unsuccessful, you should raise the matter formally under the Jago grievance procedure. All complaints will be investigated in accordance with our grievance procedure.

If we consider that there is sufficient evidence to suggest you have been harassed or bullied we will consider the appropriate action to take. If the person accused is an employee, this may include invoking our disciplinary procedure. Whether or not your complaint is upheld, we will consider how best to manage any ongoing working relationship between you and the person concerned.

Whistleblowing Policy

Whistleblowing allows employees to raise serious concerns within Jago. Employees are often the first to realise when there is something wrong within an organisation, but they may not speak up through worry about being disloyal or getting into trouble.

Jago is committed to the highest standards of openness and accountability. We expect anyone with a serious concern about any aspect of Jago to come forward and voice their concerns.

We recognise that reporting a concern can be difficult. All concerns will be treated in confidence and every effort will be made not to reveal your identity if you so wish. However, if appropriate, you may need to come forward as a witness at some point. We do encourage you to put your name to your concern wherever possible.

How to raise your concern

In the first instance all concerns should be raised either verbally or in writing with your immediate supervisor or manager. This may depend on the seriousness

and sensitivity of the issue and who is expected of the malpractice. If your concern is regarding your manager, you should speak to their manager.

Any financial allegation requires that the Director of Finance should be notified of all financial or accounting irregularities or suspected irregularities.

Diversity & inclusion policy

Our culture puts people first. It drives everything we do and we know people are all unique. In turn whenever someone new comes into the mix our organisation changes and that is exciting.

We want to nurture individuality and build a culture of respect no matter who you are.

We are all equal in our humanity and we will endeavour to support individual needs when life events happen. Our Employee Handbook and Contractor Handbook set out the minimum standards and our aspirations for the culture we are developing as we grow but we recognise that these cannot address all possibilities.

We ask that any specific needs are highlighted to us so that we can adapt if needed, learn where we need to improve and above all embrace our people for who they are, not who we think they should be.

We will challenge behaviours which intentionally exclude others, including disciplinary procedures where necessary. We will develop our culture through seeking to understand when we unintentionally exclude, recognising that this is a journey our wider society is also undertaking.

In our employee and contractor appointment process we will endeavour to challenge our own thinking on how we invite people to join us, seeking out limiting factors which might inadvertently exclude.

We will develop our flexible working opportunities to enable access to diverse applicants and actively challenge our own ingrained prejudices whenever they come to light.

We'll also participate in conversations which expand our understanding of biases which exist in the systems we operate in and seek to lead change through our own behaviours.

Finally we will start to build opportunity through the way we do business, looking at how we shape our organisation to enable a change in the way people can access our workplace and opportunities.

Non-Discrimination

Jago does not and shall not discriminate based on the basis of race, colour, religion, gender, gender expression, age, national origin, disability, marital status, sexual orientation or military status in any of its activities or operations.

Environment policy

We have designed our business to minimise our environmental impact from the outset, making the most of flexible working opportunities and negating the need for high impact office space. As such we work remotely and have minimised travel for business too, so our carbon footprint is through shared and remote services.

This makes full carbon footprinting cumbersome for the scale of impact our operations represent, however, just because it's difficult to measure doesn't mean we don't take these impacts seriously.

We commit to:

- Ensuring we meet all applicable legal requirements or any other identified compliance requirements including prevention of pollution arising through our activities.
- Develop our organisation with continuous improvement of all our impacts and processes in mind.
- Building a team which is environmentally aware and can make sensible purchasing decisions to minimise energy consumption, waste, water consumption and any other identifiable negative impacts.
- Actively encourage opportunities to create beneficial impacts such as volunteering to plant trees or participate in a beach clean and will seek to develop our Employee Handbook to facilitate improvement in this area.
- Setting objectives and targets with the team committing to and leading on initiatives which will be monitored at every Board Meeting with an annual review of overall progress.
- We will continuously seek new ways to improve and actively seek to develop how we engage with our customers and suppliers so that we can develop ways that our services and purchasing decisions enable them to improve too.

Travel policy

We have structured our business to work remotely, however from time to time travel is necessary.

We make the following commitments:

- Continue to develop our remote working practices to eliminate travel as far as possible

- Wherever feasible for sensible working conditions we advocate public transport choices
- We endeavour to give at least two weeks' notice of travel to enable caring arrangements to be managed as needed. Where this is not possible individuals have the right to refuse to travel.
- Where possible advance bookings should be made to secure the best possible prices. Standard class should be chosen unless advance fares offer cheaper options
- If travel by car cannot be avoided mileage may be claimed at 45p per mile
- Overnight stays, where necessary, should be booked at less than £100 per person, per night wherever possible
- A total of £25 may be claimed as expenses for evening meals and refreshments for overnight stays. We will not provide for alcoholic beverages.
- Lunches may be claimed when long distance travel to a client is required, or where client entertainment is agreed beforehand.
- All travel expenses are to be agreed in advance with Ryan O'Keefe.
- Travel plans should take into account the health and safety of the traveller at all times. Lone travel should factor in plans to ensure that nobody is left in a vulnerable position and back-up plans should be put in place for the event of major disruption to minimise the risk of the traveller being stranded

Customer development policy

We are who we are because we serve amazing, inspiring customers. We want to ensure they grow through working with us. We make the following commitments:

- Our customers want to deliver positive change in the world through their businesses. Our "why" is about helping them to make that happen.
- Our services will always be clearly defined in our engagement process.
- Our priority is to understand what our customers aim to achieve so that we can deliver fantastic results.
- We work with people not just organisations, and each relationship will be as unique as our customers. We'll capture the spirit of our customers' cultures.
- Any time things are not clear we will listen and discuss before agreeing the way forward.
- We aim to deliver results that delight our customers and help to grow their audience. We want them to tell us how that's going because that's how we grow.
- By communicating throughout each project we seek to capture areas for improvement long before the final stage; we want our customers to tell us what's not working so that we can adapt.
- Working together from engagement to delivery in service of each customer's vision ensures they will be delighted with the results.
- We will manage each customer's account to ensure they receive all paperwork promptly and in line with instructions.

Supplier development policy

We want to work with people who are doing great things in the world so our purchasing decisions will always focus on that. These are the core things we will look for but we'll always watch out for new ideas to help us grow our positive impacts and reduce our negative ones.

- We will always endeavour to pay the equivalent of a living wage to our team.
- We are committed to empowering minority groups through our business and will grow our supplier network to build representation, diversity and inclusion.
- We will look for suppliers who will:
 - Help us to improve our environmental impacts and provide evidence where feasible
 - Work with us to deliver great service so that we can provide great service to our customers
 - Adopt our cultural practices when working within our team, as set out in our Contractor Handbook to embrace individuality, enable everyone to flourish and always aim for the best possible outcomes for our customers
 - Share great ideas so we can all improve and grow together
 - Engage with us in a contract review process regularly, depending on the service levels agreed so we can actively seek improvements and future opportunities together
 - Manage our account efficiently so we can keep on top of payments

Jago Code of Ethics

Our code of ethics is designed to help our team decide whether certain actions are appropriate and acceptable when interacting with clients, outside agencies and each other.

We commit to abiding by this code of ethics in all interactions with our clients and each other, as well as when marketing and engaging with third parties.

Integrity

We always strive to be honest and communicate clearly in all interactions

Team work

We work as a team, always. We have each other's backs.

Objectivity

We make decisions based on ability and potential, not personal preference.