Human Rights

Harrow Green is committed to developing an organisational culture which implements a policy of support for the internationally recognised human rights contained within the Universal Declaration of Human Rights, and seeks to avoid complicity in human rights abuses.

Our commitment to the realisation of human rights is embedded in the Group's social policies. Key human rights issues are embedded in internal risk assessment processes and guidelines, as well as being addressed explicitly in documents such as the Supplier Code of Conduct and Ethical Procurement Policy.

Harrow Green seeks to improve its human rights performance by referencing key documents such as the United Nations Guiding Principles on Business and Human Rights, and relevant conventions and standards of the International Labour Organisation, as well as other international standards, national and international laws regarding related topics such as Modern Slavery.

Harrow Green is committed to taking part in activities designed to promote the corporate responsibility to respect human rights.

Equality Statement

Harrow Green is committed to the principle of equal opportunity in employment and will not tolerate unfair discrimination of any kind as specified in the Equality Act 2010. Harrow Green believes and recognises that the diversity of the communities we operate in is a huge asset that should be valued and seen as one of the company's strengths. As the leaders in our field we are committed to providing quality of opportunity and tackling discrimination, harassment, victimisation, intimidation and disadvantage.

We are also committed to achieving the highest standards in service delivery and customer satisfaction. Equality of opportunity for all sections of the workforce is integral to this commitment. In driving this policy forward, we will make this statement available to everyone that works for Harrow Green, anyone that applies to Harrow Green and any of our contractors or organisations that partner with Harrow Green.

We will also monitor all areas of disciplinary and grievance outcomes to ensure these actions are not disproportionately affecting any specific group of employees. Harrow Green will deal with any unfavourable treatment effectively and consistently.

Harrow Green’s Equality Policy applies equally to workers and employees and the word “employee” is used generically to define both employees and workers.

Our employment policies for recruitment, selection, training, development and promotion are designed to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, sex, sexual orientation, marital or civil partnership status, disability, age, pregnancy and maternity, gender reassignment or part-time or fixed term status.

The Company will ensure that individuals are selected, promoted and treated on the basis of their relevant aptitudes, skills and abilities. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.
Diversity and Equality in Service Provision

As a market leader in office moving services, Harrow Green is committed to challenging inequality, discrimination and disadvantage. Equality of opportunity for all sections of the community is an integral part of this commitment. We believe and recognize that the diversity of our population is one of our greatest strengths and assets. We are committed to achieving the highest standard of service delivery and employment practice. Harrow Green will meet its statutory obligations in regard to age, disability, gender, gender identity, race, religion and belief and sexual orientation. To deliver its commitment, Harrow Green will:

- Promote the development and design of services that are sensitive to the requirements of the diverse customers we serve.
- Encourage equality of opportunity for all people and actively promote good relations.
- Promote and mainstream the implementation of Harrow Greens Equality and Diversity Policy, to ensure that all Directors and Senior Managers take responsibility for addressing equality in all service provision.
- Ensure that equality is taken into account in the additional areas covered by future legislation.
- Achieve greater consistency in our approach to equality in the delivery of all our services with the help of Equality Impact Assessments which assist the identification of any current or potential inequality that may occur.
- Monitor all the different customers who use our services to help identify the specific needs of diverse customers and individuals in relation to the delivery of services.
- Ensure that all employees understand what equality in service provision means.
- Ensure that partners, contractors and suppliers are aware of Harrow Greens commitment to equality in service delivery and agree to provide services that meet this commitment.
- Ensure that customer complaints/queries/comments are dealt with in a fair, sensitive and consistent manner, promoting a climate where people feel comfortable in making suggestions about unfairness, exclusion or discrimination, without fear of victimization or recrimination.
Modern Slavery

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or, where we have the ability to influence, in our supply chains.

We are also committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015. We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards.

If you are unsure about whether a particular act, the treatment of workers more generally, or their working conditions within any tier of our supply chains constitutes any of the various forms of modern slavery, raise it with your manager or Head of Procurement.

We aim to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken. We are committed to ensuring no one suffers any detrimental treatment as a result of reporting in good faith their suspicion that modern slavery of whatever form is or may be taking place in any part of our own business or in any of our supply chains. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the Head of Procurement immediately. If the matter is not remedied, and you are an employee, you should raise it formally using our Grievance Procedure.
Responsibilities

The Company Management at all levels has the primary responsibility for the effective application of the policy:

- by not discriminating in the course of employment against fellow employees or job applicants.
- by not inducing or attempting to induce others to practise unlawful discrimination.
- by bringing to the attention of employees that they will be subject to disciplinary action for failure to adhere to the policy.

Employees have the responsibility to ensure they assist in the implementation of this policy:

- by not discriminating in the course of their employment against fellow employees, customers, suppliers, or members of the public with whom contact is made.
- by not inducing or attempting to induce others to practise unlawful discrimination.
- by reporting any discriminating action to the Company Management.

Our commitments and expectations in support of this policy are described below of this policy document. This policy does not form part of any employee’s Contract of Employment and may be amended at any time.

Our commitments and expectations:

- To create an environment in which individual differences and the contributions of all our staff are recognised and valued.
- Every employee is entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.
- Training, development and progression opportunities are available to all staff.
- Encouragement of diversity in the workplace is good management practice and makes sound business sense.
- We will review all our employment practices and procedures to ensure fairness.
- Breaches of our equality and diversity policy will be regarded as misconduct and could lead to disciplinary proceedings.

To make the policy work requires much more than this formal system. The policy will help to create the necessary conditions for success but it is for each employee to make his or her own contribution.

The consistent application and effectiveness of the policy will be regularly monitored and reviewed annually. Overall responsibility for its implementation rests with the Managing Director or nominee.

If an employee considers that he or she is a victim of discrimination he or she may raise the issue through the Grievance Procedure in the Manual.

Signed on behalf of Harrow Green Limited

Nigel Dews – Managing Director
Supporting Processes

1. Recruitment Policy
2. Training Strategy
3. Positive Work Environment Policy
4. Disciplinary and Dismissal Procedure
5. Grievance Procedure
6. Employee Documentation
7. Monitoring
1. RECRUITMENT AND SELECTION POLICY AND PROCEDURE

1.1 POLICY

The recruitment and selection decision is of prime importance as the vehicle for obtaining the best possible person-to-job fit which will, when aggregated, contribute significantly towards Harrow Green’s effectiveness. It is also becoming increasingly important as the company evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The recruitment and selection procedure should help managers to ensure that these criteria are addressed.

The company recruitment and selection policy will:

- be fair and consistent
- be non-discriminatory on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, sex, sexual orientation, marital or civil partnership status, age, disability, pregnancy and maternity, gender reassignment or part-time or fixed term status
- conform to statutory regulations and agreed best practice.

To ensure that these policy aims are achieved, all appointing managers will receive training in effective recruitment and selection.

1.2 PROCEDURE

The following procedure should be used when a position is to be filled.

The appointing manager must:

- Define the job. If it is an existing position, is an exact replacement required or is this an opportunity to revise the requirements? If it is newly established, the manager must be clear on the exact requirements, draw up a job description and consult the human resources department in relation to the appropriate salary.

- Complete a job vacancy form which confirms:
  - details of the position;
  - final approval from the appropriate director.

- Send the job vacancy form to the human resources department. No vacancy can be processed without this authorisation.

- Ensure the job description and person specification are up-to-date. The human resources department should be contacted for advice or any assistance in completing these.

- Collate an information package appropriate for the position. This package should include:
  - job description and if appropriate, the person specification;
  - information on the department;
  - information on the company;
  - terms and conditions of employment.

It is important that this pack is carefully put together in order to present a professional image of Harrow Green; therefore out of date or poorly presented information must not be used.
1.2 PROCEDURE (Continued)

- Discuss with the human resources department the most effective means of obtaining suitable candidates. The following options should be explored:
  - Internal advert within the company (mandatory except upon board instruction);
  - Examination of previous applications, or those held on file within the human resources department;
  - External advert within the job centre;
  - External advert in the local press;
  - External advert in the national press;
  - External advert in the appropriate technical or professional journal;
  - Use of a recruitment agency.

Draft the content for the advertisement which should avoid stereotyping or using wording that may discourage groups with a particular protected characteristic from applying. The human resources department will check the advertisement for legislative compliance and send to the design and communication department for incorporation into the standard format. All advertisements must contain as much information as possible to ensure the correct recruitment group is targeted and reduce unsuitable applications, while remaining as cost-effective as possible. External adverts will be submitted to the appropriate director or senior manager for approval before being placed.

1.3 THE SELECTION PROCESS

Appropriate selection procedures must be used for each position. Procedures may vary, at its simplest this may involve a straightforward interview and skills testing. For more senior positions psychometric testing, presentations to the interview panel on a chosen topic and/or a series of individual interviews on various topics may be included.

The appointing manager and human resources are responsible for short listing and interviewing. At least two people should be involved in short listing and sit on the interview panel.

The application forms received by the closing date will be forwarded to the appointing managers for short listing. Applicants must be chosen against the person specification. It is the responsibility of the appointing manager at this stage to record (in writing) the reasons why an applicant is not short listed. All papers must be returned to human resources who will invite the candidates for interview, obtain references and make the necessary housekeeping arrangements for the interview. Candidates who have not been short listed will also be informed.

Internal applications should be given due consideration and treated in a fair and equitable way. There is no legal or legislative requirement to interview internal applicants. However the morale of the employee must be taken into consideration as they have made the effort to apply. If the appointing manager and human resources department agree that there is no mileage in progressing the application, the human resources department will inform the applicant via e-mail or letter, whichever is most appropriate, inviting the candidate to seek further feedback from the appointing manager.

Before the interview, each panellist will receive an interview pack containing:

- copies of application forms or CVs
- a copy of the job advertisement;
- a copy of the job description;
- a copy of the person specification.
1.3 THE SELECTION PROCESS (continued)

The appointing manager will:

- decide on the interview format and determine which areas to concentrate on with the questioning;
- decide on who will chair the interview panel

At the interview, the appointing manager will ensure that notes are taken as fully as possible. A pre-prepared matrix detailing the required key competencies will help ensure consistency of note taking and the measurement of skills and abilities deemed to be essential to the role (see attached example). When interviewing, the appointing manager will ensure that Equal Opportunities legislation is strictly adhered to.

Applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with human resources approval. For example:

- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments);
- Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at assessment or interview;
- Equal opportunities monitoring (which will not form part of the decision-making process).

Applicants should not be asked about past or current pregnancy or future intentions related to pregnancy. Applicants should not be asked about matters concerning age, race, religion or belief, sexual orientation or gender reassignment without the approval of human resources.

When all candidates have been interviewed, the panel will decide on the best person for the position. The appointing manager will arrange to inform the successful candidate as soon as possible, agreeing a commencement date and starting salary.

All interview packs should be returned marked “private and confidential” to the human resources department.

Upon instruction from the appointing manager, the human resources department will:

- telephone or write to all unsuccessful candidates with outcome of interview;
- write to the appointee, offering the position providing satisfactory references are received;
- initiate a personnel file and computer entry for the new member of staff;
- notify the manager if the appointee refuses the offer, or if there are any other details to be cleared.

Unsuccessful internal applicants will be informed of the outcome by the human resources department either via e-mail or letter, whichever is most appropriate with an invitation for the applicant to seek feedback from the appointing manager. The line manager should inform the IT department of the new staff member’s requirements by completing an IT new user form.

If an internal applicant is deemed to be the best person for the job the appointing manager should out of courtesy inform the candidate’s line manager by telephone or in person, in confidence, and discuss the transfer date which should ideally be no longer than the employee’s contractual notice. The appointing manager should inform the successful applicant and instruct the human resources department as above.

The human resources department will arrange, in conjunction with the appointing manager, an individual programme of induction for the new start which will be arranged and agreed at least one week before the appointee commences.

References, once received by the human resources department, will be deemed to be satisfactory or unsatisfactory and the line manager informed.

In exceptional circumstances these procedures may be curtailed or altered in order to meet the overriding needs of the business.
2 TRAINING STRATEGY

Harrow Green is committed to the principle of equal opportunities and to developing the skills of all employees to enable them to carry out their roles to the best of their ability, in order to fulfil the aims and objectives of the group.

The group has committed to provide training and development for its people and this is reflected in the annual budget set aside each year for this purpose. The budget for training and development is currently equivalent to 2% of the overall wage bill of the organisation.

The principle aim of any staff training and development is to improve the effectiveness of both the individual and the company and to enable the organisation to utilise staff resources flexibly whilst achieving business goals. In addition training and development supports personal growth and improvement.

2.1 RESPONSIBILITIES

Directors

The directors are responsible for approving the overall direction of the group’s training and development plan. The board is also responsible for ensuring that appropriate resources are made available and that the training and development policy and annual plan are in line with business objectives.

HR manager

The HR manager is responsible for advising on the content of the training and development policy and annual plan, as well as for ensuring that programmes effectively meet requirements within allocated resources. In addition, responsibilities include providing professional expertise and advice in relation to all training and development matters.

Managers and supervisors

All those responsible for managing and supervising staff have the responsibility for the development of their people. It is the role of all managers to take a structured approach towards meeting the training and development needs of their team within the overall training and development strategy. Supported by HR they have an essential role in: identifying training and development opportunities, meeting team and individual team member needs, ensuring that training undertaken is evaluated and that feedback into the training and development process is provided.

2.2 ACCESS TO TRAINING AND DEVELOPMENT

An annual training plan will be compiled for each division. It will identify needs by referring to the following:

- Business plan;
- Divisional targets;
- Performance appraisal;
- Staff job descriptions and performance standards;
- Recognised professional qualifications;
- Statutory changes in legislation;
- Team meetings.

In addition the following mandatory training will be organised across the whole business.

- Induction for all new staff;
- Health and safety;
- Industry specific awareness;
- First aid.
2.2 ACCESS TO TRAINING AND DEVELOPMENT (Continued)

Management training encompassing the following elements:

It is intended that all managers and supervisors involved in recruitment and selection must attend a recruitment and selection course within their first 12 months of employment, plus an effective use of the grievance and disciplinary procedure and appraisals course within six months. Managers who have attended these courses will be required to update their knowledge at least once every three years.

To access training a staff member must discuss training with their manager and complete a training request form. All training and development requests will be given consideration and training must be booked through HR.

All attendance on training and development events must be authorised by the appropriate line manager. All internal courses will be advertised, details of which can be found within departments or HR.

2.3 CANCELLATIONS

Any costs incurred through unauthorised cancellation of training will be borne by the employee unless the cancellation was due to sickness. Cancellation by reason of sickness must be supported by a doctor’s certificate.

2.4 CRITERIA FOR ACCESS TO QUALIFICATIONS TRAINING

The number of staff being approved to undertake external qualification training and development will be limited by: the availability of the budget, the relevance of the proposed activity in terms of their present or forthcoming role, and the future development of the business.

A member of staff wishing to access day release or funding in order to pursue qualifications training must have successfully passed their probationary period.

2.5 EVALUATION

All training and development will be monitored and its success measured using the evaluation process. Evaluative findings and divisional training and development plans will be reported to the main board as part of the human resources monthly board report.

An annual report of training and development will be brought to the attention of board directors. It will demonstrate how the training and development provided has met its objectives and contributed to achieving group objectives. It will record lessons learnt for the future and show how the investment in training and development has been realised.

3. POSITIVE WORK ENVIRONMENT POLICY

3.1 STATEMENT OF THE POLICY

The Company is committed to creating a harmonious working environment, which is free from harassment and bullying and in which every employee is treated with respect and dignity.

It is committed to ensuring that individuals do not feel apprehensive because of race, colour, nationality, ethnic or national origin, religion or belief, sex, sexual orientation, marital or civil partnership status, disability, age, pregnancy and maternity or gender reassignment.

Harassment and bullying are unacceptable behaviour at work and will be treated as misconduct, which may include gross misconduct warranting dismissal without notice. All employees must comply with this policy.
3.2 DEFINITION OF HARASSMENT

Harassment is 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.

Harassment may take many forms. It can range from extreme forms such as violence to less obvious actions such as persistently ignoring someone at work. A single incident can amount to harassment. The following, though not an exhaustive list, may constitute harassment:

- physical contact ranging from touching to serious assault;
- verbal and written harassment through jokes, offensive language, gossip and slander, letters;
- isolation or non-cooperation at work, exclusion from social activities;
- intrusion by pestering, spying, following etc.;
- mocking, mimicking or belittling a person’s disability;
- racist, sexist, homophobic or ageist jokes, or derogatory or stereotypical remarks about a particular ethnic or religious group or gender;
- outing or threatening to out someone as gay or lesbian.

Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to 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. Harassment is unacceptable even if it does not fall within any of these categories.

3.3 DEFINITION OF WORKPLACE BULLYING

Workplace bullying is inappropriate, offensive, intimidating, malicious or threatening behaviour, which is often an abuse of power or position. It can be direct or indirect, either verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual’s right to dignity at work.

The following examples may constitute bullying:

- threats, abuse, teasing, gossip and practical jokes;
- humiliation and ridicule either in private, at meetings or in front of customers/clients;
- name calling, insults, devaluing with reference to age, physical appearance;
- setting impossible deadlines;
- imposing excessive workloads;
- making unjustified criticisms;
- excessive monitoring;
- removing responsibilities;
- allocating menial and pointless tasks;
- withholding information;
- refusing requests for leave, holiday or training.

It should be noted that it is the impact of the behaviour which is relevant and not the motive or intent behind it.

3.4 YOUR RESPONSIBILITIES

All employees have a responsibility to help create and maintain a working environment that respects the dignity of employees. You should be aware of the serious and genuine problems which harassment and bullying can cause, ensure that your behaviour is beyond question and could not be considered in any way to be harassment or bullying. You should discourage such behaviour by making it clear that you find it unacceptable and by supporting colleagues if they are experiencing harassment or bullying and are considering making a complaint. You should alert a Manager or Supervisor to any incidents to enable the Company to deal with the matter.
3.5 MANAGERIAL RESPONSIBILITY

Managers and supervisors have a responsibility to ensure that harassment or bullying does not occur in work areas for which they are responsible.

Managers also have a responsibility to explain the Company's policy to their staff and take steps to positively promote it. They will be responsive and supportive to any member of staff who makes a complaint, provide full and clear advice on the procedure to be adopted, maintain confidentiality in all cases and ensure that there is no further problem or any victimisation after a complaint has been resolved.

The Company will provide training to ensure that all managers, supervisors and other staff are fully aware of this policy and the procedures for dealing with harassment and bullying.

3.6 PROCEDURE FOR DEALING WITH ALLEGED HARASSMENT OR BULLYING

If you believe that you have been the subject of harassment or bullying, you should, in the first instance, ask the person responsible to stop the behaviour, as it is unacceptable to you. Person to person reproof at an early stage will often be sufficient to stop the behaviour which is causing the offence without involving third parties.

If you decide to make a formal complaint you should do so through the Grievance Procedure as soon as possible after the incident has occurred. Your written complaint should set out full details of the conduct in question, including the name of the harasser or bully, the nature of the harassment or bullying, the time(s) and date(s) at which it occurred, the names of any witnesses and any action which has been taken so far to attempt to stop it from occurring.

All complaints will be handled in a timely and confidential manner. You will be guaranteed a fair and impartial hearing and the matter will be investigated thoroughly. If the investigation reveals that your complaint is valid, prompt attention and action designed to stop the behaviour immediately and prevent its recurrence will be taken. In such circumstances, if relocation proves necessary, every effort will be made to relocate the harasser or bully rather than you as the victim; however, the Company will endeavour to relocate you if this is your preference.

You will be protected from intimidation, victimisation or discrimination for filing a complaint or assisting in an investigation. Retaliating against an employee for complaining about harassment or bullying is a disciplinary offence.

Whilst this procedure is designed to assist genuine victims of harassment or bullying, you should be aware that if you raise complaints which are proven to be deliberately vexatious, you will become subject to proceedings under the Disciplinary andDismissal Procedure.
4. DISCIPLINARY AND DISMISSAL PROCEDURE

The Disciplinary and Dismissal Procedure described below does not form part of your Contract of Employment.

The Procedure has been designed so that the Company may deal with disciplinary or dismissal matters in a fair and consistent manner.

Before considering formal warning or dismissal, steps will be taken by the Company to establish the facts.

In certain circumstances, for example in cases of potential gross misconduct, where relationships have broken down or where it is considered that there are risks to the Company’s property or responsibilities to others, you may be suspended with pay whilst an unhindered investigation is conducted. Such a suspension, which will not be unnecessarily protracted, will not be considered as disciplinary action and not involve any prejudgement.

Where a case may warrant disciplinary action or dismissal, a written statement of your alleged misconduct, lack of capability or qualifications, or characteristics, or other circumstances will be sent or given to you. You will be invited in writing to attend a meeting, which will take place after you have been informed of the basis for the grounds given in the statement and have had a reasonable opportunity to consider your response. You will have every opportunity to make your responses during the meeting, which will be considered prior to a decision being reached. After the meeting you will be informed of the decision and notified of the right to appeal against the decision if you are not satisfied with it.

Where a case warrants formal warning or dismissal, the decision will be based on the factor(s) from the following list, which the Company decides are relevant; the nature or continuance or seriousness of the offence or deficiency or other matter, consistency, your disciplinary record, general record, the circumstances, your position and any special factors or considerations.

Where a case warrants a formal warning relating to conduct or performance, the aim will be to encourage the improvement required for you to meet an acceptable standard.

Depending on the severity of the offence and length of service, disciplinary action can be started at any stage and may take one of the following forms:

- A Verbal Warning recorded within your Personnel File
- A Written Warning one copy of which will be retained by you and one enclosed within your Personnel File.
- A Final Written Warning advising you that further breaches of these rules will render you liable to dismissal. You will retain one copy of this and one will be enclosed within your Personnel File
- Dismissal with or without notice depending on the severity of the offence.

You may appeal against disciplinary action taken against you by applying within five working days, in accordance with the Appeal Procedure.

Note: At all stages of the disciplinary procedure you will:

- Be given the opportunity to reply to all and any allegations made against you before any decision or disciplinary action is taken
- Have the opportunity to be accompanied and assisted by a work colleague or accredited trade union representative.
5. GRIEVANCE PROCEDURE

Where you have a grievance relating to any aspect of your employment you should in the first instance seek to resolve this on an informal basis with your immediate supervisor. If this does not resolve the problem you should follow the procedure set out below:

- You should first set out your grievance in writing and send or give the statement or copy of it to your immediate supervisor. This should be done in confidence giving the basis for the grievance to allow your supervisor to consider his or her response to that information. You will then be invited to attend a hearing to discuss the grievance.

- When your supervisor has had a reasonable opportunity, normally 5 working days if at all possible, to consider the information that you have provided, the hearing will take place. After the hearing your supervisor will then inform you of his or her decision as to the response to the grievance and notify you of the right to appeal against the decision if you are not satisfied with it.

- If you do wish to lodge an appeal against the decision, you must inform the Manager/Director responsible for the areas within which you work. You will then be invited to attend a further hearing, after which you will be informed of the final decision.

- Should your Manager/Director fail to hold the hearing within five working days of you raising the matter with him/her, you should refer the matter in writing to the Human Resources Department.

- Full details of your grievance, together with all related correspondence will be filed in your Personnel File unless you request in writing that this is not to be done.

Note: If you desire you may be accompanied and assisted at all stages of your grievance hearing by a work colleague or accredited trade union representative.

Where your grievance of a particularly serious nature you may make a direct approach to any director.

6. EMPLOYEE DOCUMENTATION

All employees are provided with comprehensive induction training when first joining Harrow Green. Induction packs are issued which include an introduction to all areas of operation, health and safety, quality, customer care and policy and procedure. During the induction process, particular attention is paid to Harrow Green’s Equal Opportunities Policy and its application in all areas of employment, not limited to recruitment, selection, training, promotion and development.

An Employee Handbook is provided to each member of staff upon being issued with an offer of employment which again contains the Equal Opportunities Policy together with the Harassment Policy and Procedure, Grievance Procedure and Disciplinary and Dismissal Procedure.

Unlawful discrimination, harassment or any act which fundamentally breaches the dignity of people at work is deemed by Harrow Green to be Gross Misconduct, as outlined in the Employee Handbook. A copy of this handbook is available on request.

7. MONITORING

The policy and practice of Harrow Green requires that entry into employment with the company and progression within employment will be determined only by personal merit. No applicant or member of staff will be treated less favourably on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, sex, sexual orientation, marital or civil partnership status, disability, age, pregnancy and maternity, gender reassignment or part-time or fixed term status.

In order to measure the effectiveness of Harrow Green’s Equal Opportunities Policy, a monitoring form (HGF HR5) is used to record (when provided) the ethnicity, sex, status, disability age and sexual orientation of applicants.