



Workforce Policy

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1. Policy Statement

- 1.1 This Policy sets out the Company's position on engaging its workforce. It has been developed in recognition of the diversity of activity undertaken at the Company.
- 1.2 The Company uses a range of contractual arrangements to reflect the needs of its institutions. This may involve the use of casual appointments to respond to peaks in demand or temporary need.
- 1.3 The Company is committed to providing job security and stability for members of its workforce, whilst balancing the Company's on-going requirement for flexibility in resourcing.
- 1.4 The Company is committed to engaging all members of its workforce in a fair and transparent way, using the most appropriate contractual arrangements.
- 1.5 As an employer, the Company has a responsibility to prevent illegal working and will ensure that right to work checks are carried out for all forms of engagement before any work is undertaken in the UK, in compliance with the relevant immigration legislation.
- 1.6 This Policy is not contractual and may be amended from time to time, in light of changes in legislation and operational requirements, through the normal Company procedures. The Policy is not intended to remove any existing protections or entitlements afforded to employees under their contracts of employment or collective agreements between the Company and trade unions.

2. Scope of Policy

- 2.1 This Policy applies to all institutions across the Company when engaging employees, workers and contracts for services.
- 2.2 For clarity, this Policy does not apply to other separate institutions with close relationships with the Company, including any related entity, who will have their own employment policies and practices.

3.

Roles and Responsibilities

- 3.1 The Human Resources (HR) Division will
 - advise on the most appropriate contractual arrangement to use
 - regularly review and audit practice across the Company
 - provide up to date guidance to ensure best practice is adopted and shared.
- 3.2 Heads of Institutions need to be aware of this Policy and ensure that the principles are being followed appropriately in their institutions.
- 3.3 Line managers need to ensure they are aware of the Company's principles on engaging its workforce and that they are adhered to in practice.

4.

Contractual Arrangements

- 4.1 The Company is committed to providing as much job security as possible to all members of its workforce, appropriate to the circumstances.
- 4.2 When engaging its workforce, an institution will need to determine the most appropriate contractual arrangement based on the circumstances. An individual can be identified as:
 - Employed (i.e. an employee);
 - Engaged as a Worker; or
 - Self-Employed.

4.3 Employees

- 4.3.1 Where there is a sufficiently meaningful and predictable level of regular work over a given period, the Company will seek to offer an open-ended or a fixed-term employment contract.
- 4.3.2 An open-ended contract is for an indefinite period with no specified end date and is terminable on notice. Where there is a reasonable expectation that a role will be ongoing in nature, this will be the standard employment arrangement.
- 4.3.3 A fixed-term contract is only used where there is an operational need for such a contractual arrangement in accordance with the Company's guidance on the use of fixed term contracts.

4.4 Casual Workers

- 4.4.1 Where the work available does not meet the broad criteria set out in Section 4.3.1, the Company will typically engage the individual either on a Worker (sometimes known as “casual”) contract or on a Self-Employed basis, whichever is most appropriate.
- 4.4.2 The Company will only offer work on an hourly-paid casual worker basis where the level and regularity of work is insufficient to justify an employment contract. Workers will be engaged under the Standard Terms and Conditions for Temporary Work. For the avoidance of doubt, engagement on this basis does not amount to employment and individuals are not engaged on contracts of employment, but do qualify for certain legal rights afforded to employees.
- 4.4.3 When it is not possible to predict exactly how many hours of work will be available over a given period, the Company will provide as much notice as possible of hours to be worked.