

## **E2 - HR POLICY**

### **Purpose**

HR policies ensure that everyone in the Kelda Group is treated fairly and consistently and that their contributions to the success of the Company are appropriately recognised and rewarded. All employees shall be fully aware of what the Company expects of them and what they, in return, should expect from the Company. HR Policies summarise the Company's responsibility to individuals and their responsibility to the Company.

### **The Policies**

Detailed HR policies and procedures are contained on databases via the relevant Company Intranets, for example HROnline. Each subsidiary company takes responsibility for making their HR policies/procedures readily accessible to all their employees and for facilitating understanding through training where appropriate. Consideration of their contents is encouraged by all employees of those subsidiaries.

### **Summary of Key Elements of Policies**

#### *Recruitment and Selection*

It is the Company's policy to recruit on merit, regardless of sex, pregnancy, trade union membership, sexual orientation, race, disability, age or religion. Wherever possible, existing employees will have an opportunity to apply for vacancy/promotion opportunities. Each subsidiary company is responsible for developing recruitment and selection procedures/techniques which support this policy, and for training recruiters. All newly appointed employees should be integrated into their new role through a supervised induction programme and therefore be given appropriate support and guidance until they are fully competent to do the job.

#### *Development and Training*

The Company recognises that its people are the key to our future success. Through performance management processes the Company aims to ensure that all employees know what is expected of them and that they possess the necessary skills, knowledge, values and experience to achieve the highest level of performance of which they are capable. Wherever possible, the Company undertakes to provide development opportunities, such as study for qualifications, secondments, project work and undertaking other challenging roles.

#### *Reward and Motivation*

It is the Company's policy to reward with fair and competitive salary and benefit packages and an opportunity to share in the success of the business. All elements of reward are designed to support the achievement of desired behaviour, values and standards as well as high performance and continuous improvement/development. Within each of the subsidiary companies, reward procedures and mechanisms shall be accessible and transparent, and applied consistently. The Company also recognises that pay/benefits are only one element of reward, and that personal development, recognition and celebration of achievement are also equally significant.

### *Equality, Diversity and Dignity at Work*

The Company's employment policies are based on the principles of equality and diversity; this being in the belief that the elimination of unfair discrimination in the workplace contributes to productivity and performance as it allows people's talents to be most effectively utilised. The managing director of each subsidiary is accountable for ensuring that these principles are followed and for establishing appropriate action plans for their business.

The Company is committed to the dignity at work and fair treatment of all colleagues. The managing director of each subsidiary is accountable for ensuring that procedures are in place for resolving any grievance or harassment issue which colleagues may have in connection with their employment.

### *Conduct and Capability*

The Company's policy is to ensure that there is a strong management framework and key principles to support people at work. The purpose of the policies are to allow managers to deal effectively with colleagues when their conduct, performance or attendance falls below acceptable standards. The managing director of each subsidiary is accountable for ensuring that guidance and rules under which people can operate effectively, and through which the Company can ensure compliance with the relevant employment law, is in place.

### *Job Security and Pensions*

The Company is strongly committed to the long-term sustainability of its business and also the long-term security of its employees. Where individuals are affected by changes to their role or their personal/health circumstances, all reasonable steps are taken to enable them to stay with the organisation. This may be through discussing possible solutions to enable them to continue in their role, adjusting working hours/patterns, or helping find a new role within or outside the Group.

The Company provides a range of pension schemes for its employees and new employees can join a Stakeholder scheme.

### *Well-being and Safety*

The Company values its reputation as an "Employer of Choice" for all sectors of the working community. It also recognises that as a responsible employer, the need to have in place policies which support a reasonable work-life balance. The Health and Safety Policy sets out the Company's approach to managing the Occupational Health and Safety of all its employees. In addition, at a subsidiary company level, there are numerous policies, systems and guidelines to support well-being and a healthy work-life balance, including many family-friendly arrangements. These can be found via the Company Intranet.

### *Communications, Information and Consultation*

The Company aims to have an open and honest culture, and to ensure that all employees are regularly updated with what is happening in all areas of the group, and that consultation takes place as appropriate. Two way and face-to-face communication is essential, giving everyone the opportunity to ask questions and have a voice in decision making. The Company encourages a 'no-blame' culture, so that all can have their say without fear of reprisal or discrimination.

Each subsidiary company has responsibility for putting in place channels of communication (direct and indirect) and feedback, as well as making sure that communication is timely and inclusive. Where subsidiary companies recognise trade union(s), they have in place appropriate collective bargaining arrangements.

**Version Control**

**Policy Owner:** Rebecca McDonnell, HR

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