



20. Redundancy, Short Time Working, Lay Offs

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It is the Company's intention to develop and expand its business and to provide security of employment for its employees. However, circumstances may arise when changes in the market, technology, organisational requirements, and similar developments, will lead to the need for reductions in employees.

20.1 Alternative Options

Where a redundancy situation arises, the Company will give consideration to alternative options, which may include:

- Imposing a restriction on recruitment;
- Restricting the use of temporary and casual employees;
- Reducing the amount of overtime working;
- The implementation of temporary layoff or short time working where this is appropriate;
- Implementing compulsory retirement for those employees who are over the Company's normal retirement age; and
- Considering applications for voluntary redundancy.

Where, after consideration of these and any other alternatives, management considers that the need for redundancies still remains, the Company will engage in meaningful consultation with affected employees and their representatives at the

earliest possible stage, providing clear, transparent information on the reasons for redundancies, alternatives considered, and selection criteria, as well as timelines.

20.2 Selection

The Company will consider all proposed redundancies across the business, rather than only within individual sites, to ensure collective consultation requirements are met when appropriate.

Selection for redundancy will be based on objective, fair, and transparent criteria established at the time. These criteria will be evaluated to ensure compliance with equal opportunity principles and non-discrimination standards, reflecting the Company's requirement to retain essential knowledge, skills, and a balanced workforce.

- Suitability for remaining work;
- Experience/qualifications;
- Conduct;
- Attendance; and
- Length of service.

These criteria may be differently weighted depending on the circumstances, but will be assessed in an objective manner. The above criteria are subject to the Company's requirement to retain specific knowledge, skills and a balanced workforce at all times.

Anyone who has this redundancy protection has priority over other employees. This applies even if other employees are also suitable. If this does not happen, it might be automatically unfair dismissal.

20.3 Redundancy Protection for New Pregnancy and New Parents

20.3.1 Pregnancy and Maternity Leave

Redundancy selection criteria and processes will ensure that employees returning from maternity or parental leave are not disadvantaged or targeted for redundancy.

The redundancy protected period during pregnancy and maternity:

- starts when an employee tells their employer that they are pregnant
- ends 18 months from the exact date the baby is born

If an employee does not tell their employer the exact date, the protected period ends 18 months from the expected week of childbirth.

20.3.2 Shared Parental Leave

The redundancy protected period starts on the day a period of shared parental leave begins. If an employee takes:

- less than 6 weeks leave – the protected period ends on the last day of the block of leave
- 6 weeks or more of continuous leave – the protected period ends 18 months from the date of the child's birth

If the employee takes discontinuous leave, the redundancy protected period finishes at the end of each period of shared parental leave. An employee who has already taken adoption or maternity leave will have the redundancy protected period of that specific type of leave.

20.3.3 Adoption Leave

The redundancy protected period starts on the day someone's adoption leave begins. It ends 18 months from either:

- the date the adoption placement starts
- the date the child enters England, Scotland or Wales, if it's an overseas adoption

20.4 Redeployment and Reskilling

The Company will make all reasonable efforts to identify alternative roles within the organisation for employees at risk of redundancy. Where appropriate,

reskilling opportunities may be provided to support employees in transitioning to new positions within the Company.

Anyone who has this redundancy protection has priority over other employees. This applies even if other employees are also suitable.

20.5 Redundancy Pay and Leave

Employees affected by redundancy will be entitled to statutory redundancy pay and notice periods as prescribed by current legislation.

20.6 Short Time Working and Layoffs

The Company reserves the right to introduce short time working or a period of temporary layoff without pay (with the exception of any statutory entitlements) where this is necessary to avoid redundancies or where there is a shortage of work.

20.7 Fire and Re-Hire Restrictions

The Company will not utilise dismissal and re-engagement to impose contract changes, except where severe financial necessity justifies such action. In such cases, transparent consultation will occur with affected employees and/or their representatives to seek consent for contractual modifications

20.8 Policy Review

The Company will periodically review this policy to ensure compliance with any new legislation and evolving best practices in employment law. Employees will be informed of any policy updates that may impact redundancy procedures or entitlements.