



# Employee Handbook 2020



# Welcome to A.F. Blakemore & Son Ltd

## FOREWORD:

A.F. Blakemore & Son Ltd is one of the largest and most forward-thinking family-owned businesses in the UK. The company began life in 1917 as a counter-service grocery store, and has grown from these humble beginnings into a company that now employs more than 7,800 people with a turnover of £1.2 billion.

Our people have been the major reason for this success, and I would like to personally welcome you to this growing and innovative business.

The purpose of this handbook is to provide you with important information relating to your employment such as policies and procedures and some terms & conditions, which, together with your Statement of Terms and Conditions, form part of the formal contract that you have entered into with A.F. Blakemore & Son Ltd.

This, in addition to the accompanying Blakemore Way handbook, which identifies the unique core values that underpin our culture, will give you an important insight into the company and the way we do business.

A.F. Blakemore has always been committed to developing a loyal and dedicated workforce and I look forward to working with you in the future.

I trust that you will follow in the footsteps of many of your predecessors by building a long and successful career with the company, and together we will share in its future success.

**Peter Blakemore**  
Chairman

March 2020



**The Blakemore Way outlines the company's purpose and the values that underpin A.F. Blakemore's approach to business.**

<b>Our Purpose</b>	To grow a family business in ways that are profitable and sustainable for the benefit of our colleagues, customers and communities
<b>Our Values</b>	Develop skills to enable our teams to contribute purposefully to our collective success Embrace differences through an inclusive culture, reflective of the communities we serve Give great service to all our customers and add value to our trade partners Make a significant, positive contribution towards local communities and a sustainable planet Attain excellence in everything we do Behave with honesty and integrity in all our relationships

Putting people first is the philosophy that has resulted in A.F. Blakemore becoming the dynamic, forward-thinking success story that it is today, and it is this belief that will continue to drive the company's growth into the future.

As a progressive, modern company, we take our corporate responsibility to local and business communities seriously. All aspects of our business are reviewed to operate in a way to minimise our environmental impact.

The company's success has been built upon a distinct culture focused on positive and friendly relations with staff, customers and the communities it serves.

## YOUR HANDBOOK

Please note that this handbook is intended for non-retail A.F. Blakemore staff as there is a separate 'Blakemore Retail' staff handbook for retail staff.

Your Statement of Terms and Conditions, together with the following sections of the handbook, form your contractual terms and conditions of employment:

- Pay (including tax office and National Insurance contributions)
- Deductions from pay
- Garden leave
- Holidays, including customary (bank) holidays
- Hours of work
- Lay off provision

All other sections of your 'Handbook' are non-contractual and are intended to complement your Statement of Terms and Conditions of Employment, which should be issued to you when joining the company.

This booklet aims to provide an explanation of our values, how we work, the benefits that we offer, and the policies and procedures that we have in place (which do not form part of your terms and conditions of employment). As an organisation we endeavour to provide the best terms and conditions possible and try to ensure fair and equitable employment processes.

There will be occasions when we will need to update our handbook and as such we reserve the right to review, replace or amend the content as necessary (following consultation with USDAW Union where appropriate) to ensure that our handbook reflects any new legislation or changes within the business.

### **Useful Contacts:**

For further information regarding this handbook please contact the Human Resources department on 0121-568-2905 or email [Sharedservices@afblakemore.com](mailto:Sharedservices@afblakemore.com)

For information or queries regarding your pay please contact the Payroll department on:

01902-369820 for hourly paid staff, and  
01902-369822 for salaried staff, or alternatively

Email [payroll@afblakemore.com](mailto:payroll@afblakemore.com)

*For an electronic copy of this handbook, or for copies of any of the company's policies, please see the 'Company Policies' section within the Staff Zone of the company website: [www.afblakemore.com/staff-zone/company-policies](http://www.afblakemore.com/staff-zone/company-policies), or email [Sharedservices@afblakemore.com](mailto:Sharedservices@afblakemore.com)*

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Adverse Weather Policy  
 Anti-Bribery and Corruption Policy  
 Dignity at Work Policy  
 Disciplinary Procedure  
 Disclosure of Information (Whistleblowing Policy)  
 Equality, Inclusion and Diversity Policy  
 Flexible Working Procedure  
 Grievance Procedure  
 Health and Safety Policy  
 Learning and Development Policy  
 Sickness Absence Management Procedure  
 Social Media Policy

**Additional Policies/Procedures (available from HR)**

The following can be obtained from the Human Resources department by contacting 0121-568-2905:

Adoption Procedure  
 Communications Policy  
 Data Protection (GDPR) Policy  
 Drugs and Alcohol Policy  
 Email, Internet and Telephone Policy  
 Employee Privacy Notice (GDPR)  
 Expenses Policy  
 Family Leave Procedure  
 Maternity Procedure  
 Paternity Procedure  
 Shared Parental Leave Procedure  
 Smoking Policy  
 Staff Search Procedure

## ABSENCE FROM WORK

If you are unable to attend work for any reason, you should personally notify your immediate line manager of your reasons for absence no later than one hour prior to the start of your shift on your first day of absence.

You must keep your line manager fully informed of your progress during your absence; the requirement for notification will be set by your line manager.

The company reserves the right to ask you at any stage of your absence to provide a Medical Certificate and/or undergo a medical examination, or authorise your medical practitioner to provide the company with details of any illness. The company cannot guarantee to keep your job open for prolonged/long term periods of absence through sickness or injury.

The company operates a Sick Pay Scheme, and you are required to co-operate in the maintenance of all necessary records. When you are fit enough to return to work you must notify your manager at least one day prior to the day you wish to return. After any period of absence you should immediately report to your line manager. A return-to-work discussion will be arranged with your line manager or another member of the management team as soon as possible in order to establish that you are fit to return to work.

Failure to comply with any of the above may result in payments not being made or being withheld. You will be required to provide a doctor's certificate (Fit Note) for any period of absence above seven calendar days.

Urgent doctors, hospital and dental appointments should, wherever possible, be arranged outside of normal working hours. If this is not possible, the time will be paid at your basic pay rate on production of an appointment card, and you may be asked to work the time back. In cases of persistent poor attendance, disciplinary action may be taken in accordance with the company's Absence Management Procedure.

A full copy of the company's Absence Management Procedure can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## ACCIDENTS AT WORK

Any employee, customer or visitor accidents, however minor, must be reported immediately to your supervisor/manager at the time, and the Accident Reporting Procedure must be followed. Your line manager is responsible for investigating the accident, with the aim of trying to eliminate the cause to prevent a recurrence.

In the case of absences which occur as a result of industrial injury, where the individual, due to insufficient service, is not eligible for any payment from the company, the employee may be entitled to a maximum of two weeks' sickness pay. Payment for absence relating to an industrial injury will only be made providing that:

- a) The employee was carrying out a recognised working practice and the accident is not as a result of the employee's misconduct or negligence.
- b) The accident is reported immediately or prior to the end of the period of work.
- c) Medical certificates of unfitness for work are supplied to the satisfaction of the company.

## ADDITIONAL EMPLOYMENT

We understand that you may wish to take additional employment. You must let us know about additional employment or an outside interest if it is likely to have an impact on your ability to fulfil your contract with us. For example, if:

- You may not be able to work the hours we require you to.
- The role has a direct conflict of interest with us, for example working for a competitor or supplier when you are in a role which has access to sensitive company information.
- Your combined average weekly hours exceed an average of 48 hours per week. You will be required to complete an Opt-out Form to do this.

The company reserves the right to terminate your employment with notice should you not declare other paid employment or interests which in any way impact upon your ability to fulfil your role or which may directly conflict with our business.

### **ADOPTION LEAVE**

If you have been matched with a child, you may take up to 52 weeks' adoption leave, and may be entitled to 39 weeks of statutory adoption pay. If you are the main adopter you will be able to take paid time off for up to five adoption appointments. If you are the secondary adopter you will be entitled to take unpaid time off for up to two appointments.

You will be required to provide documentary proof to show that you have the right to paid statutory adoption leave. This is usually a matching certificate from the adoption agency. The adoption agency must be recognised in the UK. A full copy of the Adoption Leave Policy is available from the Human Resources department.

### **ADVERSE WEATHER**

The Adverse Weather Policy details employee working arrangements in the event of adverse weather conditions (e.g. excessive snow and ice). The policy aims to balance the needs of service with that of individual employees, whilst ensuring that employees are treated in a fair and consistent manner. A copy of the company's Adverse Weather Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

### **ANTI-BRIBERY AND CORRUPTION**

We operate our business ethically and with honesty and integrity. Under no circumstances must any employee give or accept a bribe or commit any breach of the Bribery Act 2010. A copy of the company's Anti-Bribery and Corruption Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

### **ANTI-FACILITATION OF TAX EVASION (Third-Party Tax Evasion)**

It is our policy to conduct all our business with honesty and integrity. We take a zero-tolerance approach to facilitating tax evasion. Under no circumstances must any employee assist a third-party organisation with whom they have a business relationship to commit tax fraud, as set out in the Criminal Finances Act 2017. All supplier and customer-facing employees will receive a briefing on the policy. In order to comply with this Policy you (or someone acting on your behalf) must:

- Not engage in any form of facilitating tax evasion or foreign tax evasion.
- Not aid, abet or counsel a tax evasion offence or foreign tax evasion by another person.
- Report any request or demand from any third party to facilitate the fraudulent evasion of tax or any suspected fraudulent evasion of tax by another person.
- Not threaten or retaliate against another individual who has refused to commit a tax evasion offence.

A full copy of the Anti-Facilitation of Tax Evasion Policy is available from the Human Resources department.

### **APPEARANCE**

#### **Expectations:**

- Your clothing must be suitable for the work you do and you must observe the staff dress codes which apply to your department. If there is a 'dress down' day, appropriate smart casual clothes should be worn (these should not be shorts, ripped/torn or revealing/offensive in nature).
- You may be issued with suitable uniform and protective clothing for the job you are undertaking, and you are responsible for keeping them clean and tidy at all times.
- All staff must pay particular attention to personal hygiene.
- Jewellery should be kept to a minimum.

Whilst we need to make sure that company uniform meets with our customer service, safety and hygiene standards, we will always consider adjustments to our uniform in order to meet your needs based on religious or cultural beliefs. The company reserves the right to request that staff with visible tattoos (especially in a customer-facing role) cover them up if management consider them to be excessive or of an offensive nature.

Failure to do so will result in you being given the opportunity to address the issue immediately, and if necessary, to return home to change (time away from the workplace will not be paid). Any deliberate or repeat breaches of this policy could result in disciplinary action being taken against you.

### **BEREAVEMENT LEAVE**

In the case of bereavement, you should immediately contact your line manager. Upon the death of an immediate family member (i.e. spouse, partner, parent, child or sibling) you will receive payment for six working days in total (five working days (pro rata for part time) plus a day for the funeral) and it will be classed as bereavement leave.

In the case of the death of a grandparent or other immediate family member, you will receive bereavement leave and pay for the day of the funeral only. Requests for bereavement leave for non-immediate family will be considered. Any additional leave requirement will be considered dependent on circumstances. Payment is basic pay, for current contracted hours. If you are employed on a standard hour payment scheme, payment will be based on a 12-week average.

### **BREAKS**

Please refer to your Contract of Employment for information about your breaks. If you are entitled to a break, your manager will allocate your break at the most convenient time in accordance with the needs of the business.

### **BENEFITS – ‘Blakemore Benefits’**

The company provides a comprehensive benefits package which includes pension, life assurance, staff discount, long service awards, a cycle to work scheme and much more. You can find out more information about your benefits on the website at <http://www.afblakemore.com/staff-zone/blakemore-benefits>.

### **CCTV including COVERT MONITORING**

The company reserves the right to carry out CCTV or covert monitoring for the protection of staff and property. The company also reserves the right to carry out covert monitoring where there are credible grounds for suspecting that criminal activity or equivalent malpractice is taking place and the company concludes that notifying employees could prejudice the investigation. Covert monitoring must be strictly targeted at obtaining evidence within a set time frame and must be authorised by senior management.

Any irrelevant information obtained through CCTV or covert monitoring will be deleted unless it reveals something which no reasonable employer can be expected to ignore. We may also review CCTV footage to investigate a suspected breach of company policy, procedure and/or working practices. Unless part of an ongoing investigation, all images will be destroyed after 31 days.

Where private investigators are engaged, the company will ensure that they are contracted to collect the information in a way which will satisfy our obligations as an employer under the General Data Protection Regulations 2018.

### **CHANGE OF PERSONAL INFORMATION**

You must notify the company if there are any changes to your personal circumstances, such as home address, marital status, next of kin, name or contact details etc.

### **CLOCKING IN/SIGNING IN**

In some areas the company operates a clocking in/signing in system. You will be expected to clock/sign in/out at the start of your shift, at the end of your shift, at the start and end of breaks or if you leave site during your shift.

You are required to be at your place of work ready to begin work at your shift start time. If you are likely to be late please contact your line manager. If you are found to be regularly clocking in late, disciplinary action may be taken. Fraudulent use of the clocking in system i.e. clocking in/out another member of staff will be classed as gross misconduct and may result in your dismissal.

## COMMUNICATION

It is recognised by the company that one of the key elements of a healthy business is the involvement and motivation of staff. We have a number of methods that we use in order to communicate with you as well as a number of ways for you to communicate with us, such as:

### Communicating with YOU

- Staff notice boards
- E-newsletters/staff newsletters/magazines
- Team briefings/meetings
- AFB website <http://www.afblakemore.com>
- AFB Staff Zone <http://www.afblakemore.com/staff-zone/>
- Twitter, Facebook and other social media sites
- Communication apps (in some divisions)

### Communicating with US

- Team briefings/meetings
- Staff consultations/forums
- Staff surveys
- Staff PDRs (performance development reviews)
- 'Ask the Board' at <http://www.afblakemore.com/staff-zone/>
- Email HR at [sharedservices@afblakemore.com](mailto:sharedservices@afblakemore.com)

A full copy of the Communications Policy is available from the Human Resources department.

## COMPANY VEHICLE DRIVERS (Cars/Vans)

The company expects all drivers to ensure that the company vehicle being used is maintained and returned in good, clean condition. The company reserves the right to charge you for any valet cleaning or damage repairs if as a result of your negligence. Smoking (including e-cigarettes) is prohibited in all company vehicles at all times. While no overall limits on private mileage are set, you will be expected to obtain the company's permission for exceptional/excessive travel.

Drivers of the vehicle are restricted to you and your spouse/partner, provided permission has been obtained and copies of driving licences have been submitted. You must obtain permission to use your company car abroad. You will be entitled to claim reimbursement for any fuel bought from a third party for company business only. You will be responsible for recording business mileage for Inland Revenue purposes. Please contact either the Fleet Manager or the Human Resources department for a copy of the Company Vehicle Drivers Handbook.

## COMPASSIONATE LEAVE

Should a member of your immediate family (i.e. spouse, partner, parent, child or sibling) become seriously ill, you may be able to take unpaid compassionate leave. You should speak to your line manager to request this leave.

## CONDUCT

At all times you are expected to:

- Conduct yourself in an appropriate manner, which does not bring either yourself or the company into disrepute.
- Carry out your role with due diligence, care and attention, and to act with honesty and integrity.

- Carry out all reasonable instructions and to act within the law and legislative guidelines relevant to your role and the business we operate.
- Treat colleagues, customers, suppliers and members of the public with respect and courtesy.
- Adhere to the company's Dignity at Work Policy.

Any unacceptable conduct will not be tolerated and may result in disciplinary action.

### **CONFIDENTIALITY**

You will not make use of, divulge or communicate to any person (save in the proper performance of your duties) any of the trade secrets or other confidential information of or relating to the company which you may have received or obtained while in the service of the company.

This restriction will continue to apply after the termination of your employment without limit in time, but will cease to apply to information ordered to be disclosed by a court of competent jurisdiction or otherwise required to be disclosed by law.

You will not at any time make any copy, abstract summary or précis of the whole or any part of any document relating to the business of the company, except when required to do so for the purpose of the business, in which case the copy, abstract summary or précis will belong to the company.

On termination of your employment (for whatever reason) you will deliver up to the company all correspondence, documents, specifications, papers and property which are in your possession or under your control and which relate in any way to the company's business.

### **CONFLICT OF INTEREST**

During working hours you are expected to devote all your time and use your best endeavours to serve and develop the business and to act honestly and loyally to the company in all matters. For these reasons, you should not be engaged, interested or concerned, either directly or indirectly, in any other business or trade (this does not include any shareholding in a public or private company of less than 10% of the issued share capital of that company).

There is a risk that you will not be able to fulfil these obligations to the company if a situation arises where your partner or a close relative works in or has a financial interest in a business which is a customer, supplier or competitor of the company. If such a situation may arise, you should inform your manager at the earliest opportunity. The company will need to be assured that there is no possibility of your loyalties and energies being diverted from the company's business, or that there could be any disclosure of confidential information to the detriment of the company.

Should the company decide that there is a potential conflict of interest between you and your partner or relative, or should a conflict of interest be discovered which has not been openly disclosed, it may be deemed necessary to terminate your contract of employment on the grounds of 'some other substantial reason'. Such a decision would only be taken after a full investigation and subsequent meeting has been convened.

### **DATA PROTECTION (GDPR) Summary**

As your employer, A.F. Blakemore & Son Ltd needs to keep and process information about you for normal employment purposes. The information we do hold will be used to enable us to run the business and to manage our relationship with you effectively, lawfully and appropriately. This will be the case during the recruitment process, whilst you are working for us and after you have left. Information held will be used for purposes of complying with the employment contract, any legal requirements and for reasons of legitimate interests.

The majority of the information we will hold will have been provided by you, but some may have come from other internal sources such as your manager, or in some cases, external sources, such as referees. As your employer, the following principles will be applied, ensuring that your data is:

- Fairly and lawfully processed, and securely kept.
- Processed for employment purposes.
- Accurate, adequate, relevant and not excessive.
- Not kept longer than necessary.
- Not shared without adequate protection.
- Processed in accordance with your rights under the Data Protection Act.

We will only disclose information about you to a third party if legally obliged to do so or to comply with contractual duties, for instance the company may need to pass on certain information to an external provider to administer the pension or health insurance schemes on behalf of the company.

### **Your Rights**

Under the General Data Protection Regulations (GDPR) you have a number of rights with regard to your personal data. You have the right to request access to, rectification of or erasure of your data. You also have the right to restrict or object to processing as well as the right to data portability.

Where you have provided consent for the processing of your data you have the right (in certain circumstances) to withdraw that consent at any time.

For the purposes of GDPR, A.F. Blakemore & Son Ltd is the controller of data and a full copy of the company's Privacy Notice can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>. A copy of the company's Data Protection Policy can be obtained from the HR department.

### **Useful Contacts:**

Should you have any queries or concerns about how your data is processed, contact can be made with the Shared Services team in the following ways:

Telephone number: 0121-568-2905  
Email: [sharedservices@afblakemore.co.uk](mailto:sharedservices@afblakemore.co.uk)

### **DEDUCTIONS FROM PAY**

In accordance with the Employment Rights Act 1996, the company is authorised to deduct from an employee's pay, any sums that are due from them. Examples where the company may make deductions are as follows (this list is not exhaustive):

- Due to any statutory provision
- Payment in accordance with a court order or public authority
- Administration errors/overpayments
- Loans (including salary sacrifice schemes)
- Advances made by the company in the form of a loan
- Any training costs to be recovered in accordance with any agreed training contracts
- Any overpayments in respect of annual leave taken in excess of entitlement
- Any personal expenses incurred through a company account or credit facility/card
- Subscriptions for trade union membership

Staff will be notified in advance of any deductions to be made from pay where possible (excluding admin errors/overpayments), with a repayment plan agreed as appropriate, unless the deduction is made from the final pay.

Where an overpayment of wages has occurred due to error, the amount of overpayment will be deducted from the next wages payment.

## **DIGNITY AT WORK**

We believe that everyone should be treated with dignity and respect whilst at work and should be encouraged to meet their full potential by working in a non-threatening environment free from harassment and/or bullying of any kind. Through understanding how our words and behaviour affect others we can ensure that we all contribute towards a healthy working environment.

A copy of the company's Dignity at Work Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## **DISCIPLINARY PROCEDURE**

The company's Disciplinary Procedure is designed to help and encourage employees to achieve and maintain acceptable standards of conduct and performance whilst ensuring the fair and consistent treatment of all employees. The procedure applies to all employees unless they are within their probationary period (including any extension to the probationary period), except in the case of gross misconduct, when the Disciplinary Procedure will apply. A copy of the company's Disciplinary Procedure can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## **DRUG/SUBSTANCE AND ALCOHOL ABUSE**

The company is required by law to ensure that employees are provided with a safe working environment. The company is therefore responsible for ensuring that all employees, when they are at work (particularly if they are driving vehicles of any kind or using equipment), are in a fit state to do so. In the context of this policy, the performance of their job must not in any way be impaired by drug/substance or alcohol abuse.

Our approach to dealing with alcohol or drug abuse is aimed at prevention and the provision of support. If at any time you are experiencing problems with drug/substance or alcohol abuse please let us know. We will try to provide appropriate advice, support or assistance where possible, although this would depend on individual situations.

Employees seeking support with drugs/substance or alcohol-related problems can also contact FRANK – a free, friendly and confidential advice service.

### **Useful Contact Information:**

#### **FRANK:**

- Online – [www.talktofrank.com/contact-frank](http://www.talktofrank.com/contact-frank), live chat from 2pm – 6pm daily
- 24/7 Helpline – 0300 123 6600 (calls from a landline cost no more than a normal national call, the call may show up on the bill, calls from a mobile phone may vary dependent on what network you're on)
- Text – 82111 (standard network rates apply)
- Email – [frank@talktofrank.com](mailto:frank@talktofrank.com)

#### **Alcohol Concern:**

- Free helpline – 0300 1231110 (weekdays 9am–8pm, weekends 11am–4pm)
- Email – [contact@alcoholconcern.org.uk](mailto:contact@alcoholconcern.org.uk)

#### **Alcoholics Anonymous:**

- National helpline – 0800 9177 650
- Email – [help@alcoholics-anonymous.org.uk](mailto:help@alcoholics-anonymous.org.uk)

You can also visit the NHS drug and alcohol support service at [www.nhs.uk/Livewell/drugs/pages/Drugshome.aspx](http://www.nhs.uk/Livewell/drugs/pages/Drugshome.aspx)

A copy of the company's Drug and Alcohol Policy can be obtained from the HR department.

## **EMAIL, INTERNET AND TELEPHONE**

It is a condition of your contract of employment that you comply with our rules and policy for the use of the internet, email, fax and telephone equipment. Our computer and telephone systems are maintained solely for conducting business, and the use of them for any other purpose, without permission, will be treated as 'misconduct', depending on the severity of the offence.

We reserve the right to access and monitor all communications sent, received or stored on company equipment, and it shall remain the property of the company. Communications must not be in any way offensive, obscene or contain sexual or pornographic images or information that criticises or embarrasses the company, its clients or staff. This shall constitute gross misconduct and could lead to dismissal without notice. When you have left or resigned from the company we reserve the right to access your email account and all other computer-based files under your password in accordance with GDPR guidelines.

A full copy of the Email, Internet and Telephone Policy can be obtained from the Human Resources department.

## **EMPLOYEE ASSISTANCE PROGRAMME (GroceryAid)**

GroceryAid is the charity looking after the needs of three million people in retail, improving lives for all involved – yesterday, today and tomorrow, plus those retired from the sector and its associated businesses. Whether your problems are big or small they are there for you.

### **Who Does GroceryAid Help?**

GroceryAid helps people, and their families, who are working in, or retired from, retail and associated businesses, such as sales, distribution of retail goods, fitting services or finance.

#### **GroceryAid Contact Information:**

##### **How can I contact GroceryAid?**

- Online – [www.groceryaid.org.uk](http://www.groceryaid.org.uk)
- Free and confidential helpline – 08088 021 122

##### **When can I contact GroceryAid?**

The GroceryAid helpline is open 24 hours a day, seven days a week. Some of the services GroceryAid provides are:

- Financial help, including benefits and debt advice
- Emotional support and advice
- Health and wellbeing support
- Relationship support
- Work and career advice
- Legal advice
- Carers and disability support

## **EMPLOYEE VOLUNTEERING**

Employee volunteering is an integral part of A.F. Blakemore's culture. The programme encourages employees to volunteer their services, in work time, in support of the community groups that work in the heart of the communities where we trade.

## **EQUALITY, INCLUSION AND DIVERSITY**

We appreciate that everyone is different and has something unique to offer. We have an increasingly diverse workforce, which is vital to ensuring that we operate successfully within the multicultural and diverse communities that we serve. We want to respect and understand these differences and to make the most of everyone's culture, talent and experience. A copy of the company's Equality, Inclusion and Diversity Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## **EQUAL OPPORTUNITIES**

We are committed to the promotion of equal opportunities within recruitment, employment, learning and development, through the way we manage the business and provide services to the community. In order to demonstrate this commitment, we develop, promote and maintain policies that are fundamental to the principles of fairness and equality in the workplace.

## **EXPENSES**

Any expenses you may incur on behalf of the company may be reclaimed in accordance with the company's Expenses Policy. A copy of the policy can be found at <http://www.afblakemore.com/staff-zone/company-policies>. Claims may only be made in respect of expenses wholly necessary and exclusively incurred on behalf of the company.

## **FLEXIBLE WORKING**

We are committed to developing flexible working practices that meet the needs of our employees and the demands of our business. If you wish to apply for flexible working then you should contact the Human Resources department at the earliest opportunity. A copy of the company's Flexible Working Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## **GARDEN LEAVE**

There are certain circumstances where we reserve the right to place you on garden leave. We make take this action where we reasonably believe that:

- You are joining a competitor.
- You have access to confidential/sensitive information.
- You may pose a risk of disruption or sabotage during your notice period.

We may also, as an alternative, reduce or vary your role to alleviate such issues during all or part of your notice period. Should you be placed on garden leave you will not be expected to carry out your duties, you will not be permitted to access any IT systems or business social media accounts and you will not be permitted to enter any business premises or to contact any colleagues, customers or suppliers.

## **GIFTS, GRATUITIES AND HOSPITALITY**

You must immediately report to your line manager, any offer of gifts or services by customers, suppliers, distributors and any other such persons having a similar connection with the company.

You must not accept or agree to accept such offers without the prior written consent of the company. This applies to any gifts or services, directly or indirectly, from any persons or company with whom this company conducts business, or may conduct business. Gifts and samples remain the property of the company; any unauthorised removal from the company will be considered as misconduct.

Any offers of hospitality must be reported to the company and attendance must be authorised by a director. Any expenses incurred whilst attending any hospitality, including travel expenses, are to be considered personal expenses. A copy of the company's Anti-Bribery and Corruption Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## **GRIEVANCE PROCEDURE**

The purpose of this procedure is to resolve any complaints, concerns or problems that may arise during the course of employment, both quickly and to the satisfaction of all concerned.

Any employee who has a grievance relating to their employment should initially try and resolve the grievance/complaint informally through discussion with their immediate line manager, in an attempt to resolve the

issue at the earliest opportunity. A copy of the company's Grievance Procedure can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## HEALTH AND SAFETY

A.F. Blakemore takes seriously its responsibilities under health and safety legislation. Our objective is to provide a safe working environment and safe systems of work. Health and safety guidance is given to all new employees and regular refresher updating sessions are held for existing employees. A copy of the company's Health and Safety Policy can be obtained from the HR department.

## HOLIDAYS including Customary (Bank) Holidays

Please refer to your Contract of Employment for your entitlement. The holiday year is 1<sup>st</sup> May to 30<sup>th</sup> April and your holiday pay entitlement will be calculated on the basis of your average 12 months' earnings. Salaried staff will receive holiday pay at their usual daily rate. Service-related holiday entitlements are calculated at the start of the holiday year.

You are required to give advance notice of your intention to take holiday leave in writing, giving at least twice the amount of notice as the holidays requested, e.g. two weeks' notice for one week's holiday requested. Any holiday will be granted at the company's discretion. In order to manage holidays, the company may require an employee to take holiday at a particular time, for example: if the employee has an excessive annual leave balance. The company will give twice the amount of notice, e.g. two weeks' notice for one week's holiday requested.

Holiday leave in the summer months is a maximum of 15 days, of which no more than 10 days may be taken between 1<sup>st</sup> July and 30<sup>th</sup> September unless agreed with your line manager. No holiday can be taken between 14<sup>th</sup> December and 5<sup>th</sup> January (except customary holidays) unless agreed with your line manager. If you are employed on a standard hour payment scheme where five or six customary holidays have been incorporated into your entitlement, you should add these days onto your basic entitlement for the full year allowance. If you work less than five days per week, a pro rata calculation will be applied to determine your annual holiday entitlement.

### Taking Holidays:

- Any holiday will be granted at the company's discretion and subject to business needs.
- You should ensure that you take your full entitlement throughout the year as holiday entitlement will not be carried forward to the following holiday year (unless unable to be taken due to maternity or long-term illness).
- Holidays will be granted on a first come, first served basis, in accordance with business needs.
- Should you fail to book your holidays throughout the year, the company reserves the right to allocate you holiday leave in blocks of one week to ensure that holidays are managed appropriately.
- You should never make firm holiday arrangements without obtaining authorisation from your manager first. You may lose deposits if holidays are booked but cannot be granted.

### Customary (Bank) Holidays:

Payment for customary holidays is based on your contract hours and will be paid at your holiday pay rate. Please arrange with your line manager to work the correct number of hours in the holiday week if possible, to ensure that you are paid your basic week. An employee absent from work without permission on the last working day before or the first working day after a customary holiday shall forfeit payment for the holiday except where sickness pay is due, providing they have followed the correct reporting procedure.

## HOLIDAY PURCHASE SCHEME

You have the opportunity to purchase up to five additional holiday days each year on top of your contracted annual entitlement. To take advantage of this benefit you will need to complete a request form in April each year. You may pay for any additional holidays via direct deduction from your pay or by setting up a standing order, with payments being made over a 12-month period, or you may choose to take additional holidays unpaid.

Details of the holiday purchase scheme request process will be advertised internally and via the company website prior to the commencement of each holiday year.

## HOURS OF WORK

Your contracted hours per week will be stated in your Contract of Employment. It is important that your availability is flexible in order for the business to be able to respond quickly and efficiently with changing customer demands. It is also important that you ensure that you are as flexible as possible with covering different days and hours of work due to holidays, absence, increase in customer demand or attending meetings.

## JURY SERVICE

Should you be selected to undertake jury service, you will receive a confirmation letter with a 'Certificate of Loss of Earnings' form from the court. A copy of both documents must be given to your line manager and the Payroll department. The Payroll department will complete the 'Certificate of Loss of Earnings' form and send it back to you. You must take it with you on your first day in court as a juror.

So that you do not suffer financially whilst undertaking jury service, the company will pay you average earnings for each day or half day that you attend court, which will be treated as a company loan.

The court will then notify you of the amount that they will pay you for loss of earnings, and pay it directly into your bank account. This information **must** be sent to the Payroll department, at which point the amount stated and paid to you by the court will be deducted from your next pay. Should you fail to provide this completed certificate, the Payroll department will deduct the full amount paid to you as a loan from your next pay.

## LAPTOP/TABLET/MOBILE PHONE SECURITY

Laptop/tablet and mobile phone users must be vigilant at all times regarding the type of information/data being accessed to ensure that sensitive information/data is not seen by another work colleague or unauthorised person. Laptops/tablet and mobile phones are also an attractive target for thieves, and extra precautions must be taken to ensure the safety of the device. You should follow the guidance below to minimise the risk of theft, loss or inappropriate access or viewing of data:

Laptops/tablets/mobile phones or any other portable device for storing information should:

- Be able to be accessed via a secure unique password only.
- Be stored securely and only used by the authorised user when at home.
- Be carried in an appropriate case or bag when away from company premises.
- Only be used in a public place when absolutely necessary.
- Never be left unattended in a public place.
- Never be left in a vehicle overnight.
- Never be left in sight inside a vehicle such as on, behind or under the seat of a car.

You are responsible for all company property in your possession. Should your employment come to an end, all property must be returned in good condition. Passwords and logins must be disclosed to the HR department.

## LAY-OFF OR SHORT-TIME WORKING PROVISION

In the event of work shortage or other circumstance beyond the control of the employer which prevents normal working, the employer reserves the right to lay employees off or impose short-time working to meet those circumstances. Payment during lay-off periods will not be in excess of the amount provided by any statutory lay-off pay provision in current force at that time. During a lay-off or short-time period, you may take on another job providing:

- It is authorised by the company.
- It is not for a competitor.

- You are available for your original job once the lay-off or short-time period ends.

## LEARNING AND DEVELOPMENT

The company is committed to maintaining high quality standards in products, processes, safe working practices, environmental management, business systems and people development.

We recognise that we are dependent on our people to achieve our business objectives. We are therefore committed to providing training and developing all employees to ensure that:

- Individual employees have the skills, knowledge and positive attitudes needed to do their jobs effectively and to established quality standards.
- The business has the collective competencies it requires to continually develop its performance to achieve its business plans in a highly competitive market.
- Employees are encouraged to continually improve their job and personal performance and to have the opportunity to achieve their potential within the organisation.

Please note that should you undertake any external training, or internal specialist training, you may be required to sign up to a 'Training Contract', which may include a repayment clause.

## LEAVING SITE

It is necessary to get your manager's permission to leave your place of work during working hours, unless it is part of your normal duties to do so. Failure to obtain permission may result in disciplinary action being taken.

## LONG SERVICE AWARDS

In recognition of your contribution to the company, you will receive a certificate, letter and a badge at key milestones. From 10 years' service, and every five years thereafter, you will also receive either vouchers or a monetary award as indicated in the table below. If you have transferred to A.F. Blakemore through a business acquisition, all previous service will be recognised; however, long service awards will not be made retrospectively.

Service years	Gift for employees who work 30+ hours per week	Gift for employees who work less than 30 hours per week
3	Certificate, letter & badge only	Certificate, letter & badge only
5	Certificate, letter & badge only	Certificate, letter & badge only
10	£100.00	£50.00
15	£250.00	£125.00
20	£400.00 in vouchers	£200.00 in vouchers
25	£500.00* in vouchers	£250.00* in vouchers
30	£600.00	£300.00
35	£700.00	£350.00
40	£800.00	£400.00
45	£900.00	£450.00
50	£1,000.00	£500.00

\*Four weeks' sabbatical (additional holiday leave) to be taken within two subsequent holiday years and at times to be agreed with your line manager. This is in addition to your contractual benefits and can be changed at the company's discretion without notice.

Should you choose to leave the company (with the exception of TUPE transfer, store closure or redundancy) or be dismissed prior to taking all of your sabbatical leave, then any untaken sabbatical leave will be forfeited. The company also reserves the right to insist that untaken sabbatical leave be taken as all or part of an employee's notice period.

## LOSS PREVENTION/SECURITY

We are committed to conducting our business with honesty and integrity and expect all staff to maintain high standards in accordance with our Loss Prevention and Security policies and procedures. We are all responsible for loss prevention and security in our business and as such we have a number of policies and procedures in place to safeguard employees, company property, stock and cash.

### Staff Security

- Perimeter fencing should be kept secured, and if you notice any damage you should report this to the line manager immediately.
- Most door entrances are controlled by access control cards. Where this is the case you should never use a card belonging to someone else. If doorways are not working correctly you should report this to the line manager. Entrance doors must never be propped open, and if you see this occurring you must remove the prop to ensure door security.
- Visitors must not be allowed into the premises unless they are authorised/have a visitor's pass and they are in the presence of an employee. If you see an unaccompanied visitor you should politely ask (the visitor) if they need assistance or report it to the line manager.
- The company reserves the right to conduct routine staff searches at any time. This can include personal property, bags, lockers, vehicles, etc.
- Under no circumstances should staff consume food or drink in operational areas, except in official designated areas.

### Stock Management/Control

- Inbound goods must be checked and recorded accurately, including verifying that goods arrive with acceptable date life.
- Outbound goods must be processed and recorded accurately, prior to goods leaving the premises.
- Any food/product waste being disposed of or removed from the premises must be recorded in accordance with agreed product disposal procedures.

If you suspect that company security procedures are being compromised at any time, you should report this to line management or directly to the HR department.

## MATERNITY LEAVE (including 'Keep in Touch' (KIT) Days)

If you are expecting a baby you are entitled to a number of rights. Some of these depend on your length of service or your level of pay:

- Reasonable time off with pay to attend antenatal clinics etc. (upon production of an appointment card)
- Maternity leave (all pregnant employees qualify for 52 weeks' leave regardless of service)
- Statutory maternity pay

It is important that you notify the company as early as practicably possible of your pregnancy in order that we can conduct a risk assessment to ensure your health and safety within the workplace is protected. The company may invite you to attend work for 'KIT' days if we feel you need to be informed of something that may affect you. You would receive normal pay for the hours attended. Additional information is available from the Human Resources department.

## MOBILE PHONES

If it is necessary to bring personal mobile phones to the workplace, they must only be used during recognised allocated breaks and not during working hours. They should be switched off during working hours as they represent interruptions in the workplace and cause a potential health and safety risk. Company mobile phones should only be used during working hours for company business. If excessive calls are made on a company mobile phone, the company reserves the right to request reimbursement.

## PARENTAL LEAVE

If you have completed one year's continuous service, you are entitled to 18 weeks' unpaid parental leave for each child born or adopted. The leave can start once the child is born or placed for adoption. You can take parental leave at any time up to the child's 18th birthday. Leave must be taken in blocks of a week or multiples of a week. You must give at least 21 days' notice. If you wish to take parental leave then you should contact the Human Resources department at the earliest opportunity.

## PATERNITY LEAVE (including Antenatal Leave)

You may be entitled to paternity leave and pay if your partner is having a baby, adopting a child or having a baby through a surrogacy arrangement. Paternity leave is available if you:

- Have or expect to have responsibility for the child's upbringing.
- Are the biological father of the child or the mother's husband or partner (including same-sex relationships).
- Have worked continuously for the company for 26 weeks ending with the 15th week before the baby is due, or the end of the week in which you are notified of being matched with the child (UK adoption).
- Take the leave within 56 days of the birth.

You must tell us when the baby is due, if you are going to take one or two weeks off, and when you expect your paternity leave to start. If eligible, you can choose to take either one week or two consecutive weeks' paid paternity leave (not odd days). Fathers, partners and civil partners of a pregnant woman are entitled to unpaid time off during working hours to accompany her to two antenatal appointments. This includes the intended parents if they're having a baby through a surrogacy arrangement. Additional information is available from the Human Resources department.

## PAY (including Tax Office and National Insurance Contributions)

You will receive an itemised payslip within the week that you are paid. It is important that you check your payslip carefully. If you have a query with your pay you should raise this with your line manager as soon as possible so that arrangements can be made to explain or, if necessary, rectify the problem. Any queries about income tax or National Insurance contributions should be made directly to the tax office. You need to tell your tax office if you:

- Get married or form a civil partnership.
- Start getting a second income.
- Become, or stop being, self-employed.
- Start or stop getting company benefits, such as a company car or medical insurance.

All these things and more can affect the amount of income tax that you have to pay.

### Useful Contacts:

You will need to have your National Insurance number with you when you make contact with the tax office.

Website: [www.hmrc.gov.uk](http://www.hmrc.gov.uk)

Tax helpline: 0300 200 3300

PAYE Reference number: 671 B375

## PENSION SCHEME (Company)

The A.F. Blakemore & Son Ltd Staff Retirement Benefit Scheme is one of the most important and valuable benefits the company offers you. You are eligible to join the company pension scheme at the next intake, following two complete years of service. Should you choose not to join at the first opportunity, you will only be eligible and invited to join at three-yearly intervals thereafter.

The company also operates a salary sacrifice scheme, called Pension Plus, for scheme members earning on or above a set limit. In brief, your contractual pay will be reduced by the amount of your contribution and the company will then pay this amount as an additional employer contribution into the pension scheme. By doing so, you save on your National Insurance contributions.

**Life Assurance** (active pension members and non-pension members) – Active members of the company pension scheme will qualify for life assurance. If you die while employed by the company, your family/dependants will receive a payment equivalent to six times your annual earnings, based on the last 52 weeks' earnings up to the date of death. Eligible non-pension members will also qualify for life assurance to the value of one times annual earnings. Hourly paid staff qualify upon completion of 12 months' continuous service.

### **PENSION SCHEME (Government Auto-Enrolment)**

An auto-enrolment workplace pension scheme (NEST) is operated to meet our employer duties and to help you put money aside for your retirement. If you are not in the company pension scheme you may be auto-enrolled into this scheme, depending on your age and earnings.

Once you are enrolled we will deduct any contributions that you are required to pay from your wages or salary, and then pay this into the pension scheme on your behalf. We are also required to contribute to your scheme. Should you choose to 'opt out' of this scheme, this should be done within the opt-out period (normally one month from the date your enrolment begins) by contacting NEST with your NEST ID (this will be sent to you once enrolled).

#### **Useful Contacts:**

Once you've received your NEST ID there are several ways to opt out. You can opt out by:

- Visiting [www.nestpensions.org.uk/member-hub](http://www.nestpensions.org.uk/member-hub) and following the information onscreen.
- Calling NEST on **0300 020 0090** and following the automated instructions.
- Calling NEST on **0300 020 0090** and requesting a paper opt-out form which you'll need to sign and give to us.

### **PERSONAL PROPERTY**

The company cannot accept any liability for loss or damage to any personal property at the workplace or to a vehicle, or vehicle contents. Where lockers are provided, all personal possessions must be placed in the locker, which must be secured at all times.

### **PROBATIONARY REVIEWS**

Your Contract of Employment will tell you how long your probationary period will last. During your probationary period:

- You will be given the training you need to do your job; this may be in the form of direct training, on-the-job training, coaching/buddying, workbooks or e-learning.
- Your manager and other colleagues will support you to develop your skills, knowledge and experience.
- Your manager will have regular meetings/discussions with you to discuss your performance, including areas where you need to improve to meet the company's standards.

### **RESERVISTS**

Reservists must inform the company that they are a member of the Reserve Forces and the specific force they belong to; this is to ensure that the company can provide the appropriate support and can plan resources during periods of leave (e.g. training and/or mobilisation).

You will not receive any pay from the company whilst on active service; however, you will receive pay from the Ministry of Defence (MOD): <https://www.gov.uk/government/publications/armed-forces-reserves-a-quick->

[guide/armed-forces-reserves-a-quick-guide](#). You will also not accrue any holidays with the company during any period that you are on active duty.

## RETIREMENT GIFTS

Retirement gifts will be based on years' service for the following amounts:

Amount	Service
£10.00 per year	Up to 10 years' service
£20.00 per year	10 – 20 years' service
£30.00 per year	For all service over 20 years

Either a cash payment payable through wages, which is liable for tax and National Insurance, or gift vouchers are available. This is in addition to your contractual benefits and can be changed at the company's discretion without notice.

## SHARED PARENTAL LEAVE (SPL)

This provides both parents with the opportunity to consider the best arrangement to care for their child during the child's first year. The amount of leave available is calculated using the mother's entitlement to maternity/adoption leave, which allows them to take up to 52 weeks' leave. If they reduce their maternity/adoption leave entitlement then they and/or their partner may opt in to the SPL system and take any remaining weeks as SPL.

This means their partner could begin to take SPL while the mother is still on maternity/adoption leave. SPL enables parents to share the caring responsibilities evenly or have one parent taking the main caring role, depending on their preferences and circumstances. Unlike maternity/adoption leave, eligible employees can stop and start their SPL and return to work between periods of leave, with each eligible parent able to submit three notices booking periods of leave. Additional information is available from the Human Resources department.

## SOCIAL AND DIGITAL MEDIA

Social media is defined as any type of interactive online media that allows people to communicate instantly with each other and/or to share information within a public forum. This includes online social forums, blogs, video and image sharing websites, and other similar platforms.

Wherever and whenever any employee uses social media, they must be aware of the potential impact any communication may have on both themselves and the business. A copy of the company's Social and Digital Media Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

## SMOKING (including E-Cigarettes)

In order to comply with Public Health laws in the UK, the company has a legal responsibility to protect the rights of non-smokers, and as such, smoking is prohibited throughout all company workplace buildings and company vehicles without exception.

Smokers (employees/workers/contractors or visitors) are asked to refrain from smoking at entrances and exits to company workplace buildings. Smoking (including e-cigarettes and vaping pipes) may only be permitted on company premises in designated smoking areas. Employees who do wish to smoke during the course of their working day must do so in normal designated breaks, in accordance with local arrangements. Failure to adhere to the above may result in disciplinary action being taken.

### Useful Contacts for Advice and Support on Giving Up Smoking:

<http://www.nhs.uk/smokefree>

<https://facebook.com/NHSSmokefree>

Call the Smokefree National Helpline to speak with a trained advisor on **0300 1423 1044**. Lines are open Monday to Friday 9am – 8pm and Saturday and Sunday 11am – 4pm.

## STAFF DECLARATION

Depending upon the area of the business that you work in, you may be required to declare any personal goods in your possession (whether purchased on the premises or not) and any cash you may have on you.

## STAFF SEARCH

The company reserves the right to stop and search you, including checking coats, pockets, bags, containers, parcels etc., and private or company vehicles parked on/or within the vicinity of the company premises at any time. The fact that a search is carried out in no way implies that the person being searched is suspected of any misdemeanour.

At no time are you permitted to remove any company goods or property without an official company document. Searches may be necessary to protect both your property and that of the company. To avoid all misunderstanding it is essential that you retain your receipts for all goods purchased. If you refuse to be searched then this may be deemed as gross misconduct under the company's Disciplinary Procedure.

## TIMEKEEPING

You should allow adequate time to ensure you are ready for work at your allocated start time. If you have a problem with your start time, you should discuss it with your manager as soon as possible. Please note: if you are persistently late it may result in disciplinary action being taken.

## TIME OFF FOR DEPENDANTS (Family Leave)/DOMESTIC EMERGENCY

Employees must REQUEST this time off prior to taking the leave or this will be classed as Unauthorised Leave. Employees have a statutory right to reasonable time off to assist and care for dependants. The definition of dependants includes a spouse, child, parent or someone living in the same household who 'reasonably relies' on the employee. The emphasis is very much on unexpected or sudden needs and includes:

- A dependant falling ill, giving birth, being injured or assaulted.
- A dependant needing short-term care or making arrangements for long-term care.
- An unexpected disruption or breakdown in care arrangements.
- An incident at school (e.g. accident).

Employees are entitled to a reasonable amount of time off which is unpaid; the amount of time will vary according to the circumstances of the emergency. For most cases one or two days should be sufficient to deal with the problem. This period of leave is normally enough to allow employees to cope with the crisis, to deal with the immediate care of the dependant and to make longer-term arrangements.

**There is no qualifying period of employment and no right to paid time off.** A copy of the company's Family Leave Policy can be obtained from the Human Resources department.

## TRADE UNION AGREEMENT

The company has a long-standing working relationship through a Partnership Agreement with USDAW (Union of Shop Distributive and Allied Workers) trade union and supports and encourages employees to join USDAW. This agreement covers negotiation of substantive issues and procedures in relation to all discipline, grievance and appeals.

In the event of a conflict between a term of this contract and the terms of the USDAW agreement, the company's contract will be binding until negotiation has been completed and agreement reached to amend terms.

The Partnership Agreement is only in relation to hourly paid staff.

## VACANCIES/RECRUITMENT

The company is committed to maintaining a workforce that is highly skilled, flexible and passionate about attaining excellence. We aim to recruit an increasingly diverse workforce, which is vital to ensuring that we operate successfully within the multicultural and diverse communities that we serve.

We will recruit the best candidate for every vacancy and encourage both internal as well as external applications, allowing employees to develop long-term careers and to maximise their potential.

**All current vacancies can be found on:** Staff bulletins on notice boards  
AFB's Careers web page at <https://afblakemore.livevacancies.co.uk/#/>  
AFB's Careers Twitter page at <https://twitter.com/AFBCareers>

## VIOLENCE AND THEFT IN THE WORKPLACE

The company recognises that the risk of violence to its staff is a serious matter and will take all steps, so far as is reasonably practicable, to avert the risk of violence through premises design, physical security measures, safe working practices and staff training.

The company acknowledges that staff, on occasion, have to deal with theft situations and will take whatever steps necessary to ensure that staff safety is the primary concern. The health and safety of staff and other law-abiding customers takes consideration over all other factors. The company actively discourages any form of behaviour from staff that may compromise the safety of themselves, other members of staff, customers and/or members of the public.

## WHISTLEBLOWING (Disclosure of Information)

The company encourages everyone to raise concerns about acts of malpractice. If an employee is not sure whether or not to raise a concern, they should discuss the issue with their line manager or an HR business partner.

A copy of the company's Disclosure of Information (Whistleblowing) Policy can be viewed at <http://www.afblakemore.com/staff-zone/company-policies>.

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way

a.f. blakemore  
& son ltd

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