



Team Handbook

October / 2019



INTELLIGENT COMMUNICATIONS



Welcome to 360

What you are about to read is part employee handbook, part manifesto, and fully 360. It reflects our values, learnings and principles.

If you are new to 360, our five qualities and 10 values detailed below captures what it means to be part of our team. As 360 continues to grow, we created this handbook to serve as a guide to each new person who joins us. You are part of a team of talented, thoughtful people who are empowered, motivated and successful in delivering what we call 'intelligent communications'. Welcome aboard.

A handwritten signature in black ink that reads "Dan Pender".

Dan Pender
Managing Director

If you are one of our current team, you embody and live our cultures and values each and every day. Thank you for the exceptional work you do, the dedication you show and the contribution you continue to make.

We are excited about what has brought this team together, how we can continue to grow together, and the contribution we all can make - for 360 and for you.

Thanks for being here. Let's go!



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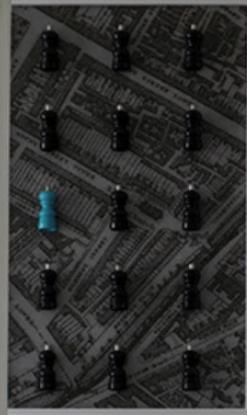
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We are intelligent
communications.
We work hard
and we deliver.



1. Culture and values

1. Culture and values

1.1 CULTURE

Communications is a fundamental. It changes how we think. It impacts how we feel.

It influences what we do. Often, it is the difference between success and failure.

This belief is at the core of 360's culture. It shapes who we are as a team - how we think, how we work, how we develop, and how we hire.

In building our team, we are drawn to people of substance, authenticity, teamship, conviction, and resilience. Other qualities matter too, but none more than these five. These five qualities are creating a special culture that we fiercely protect.

IT'S A CULTURE THAT:

- Encourages decision-making
- Thinks 'team', not individual
- Is honest, even if that means confronting the uncomfortable
- Rewards those who are always thinking
- Keeps only our highly effective people
- Takes our work, but not ourselves, seriously.

Being true to this culture makes us more successful and content.

1.2 VALUES

Many culture statements are aspirational, meaningless, or ignored. That is why they can only be judged against what happens day-to-day - the behaviours, practices and actions that we value most.

They are:

DRIVE

- You care intensely about your work and the difference it makes
- You refuse to 'settle', never give up, and hunger for excellence
- You balance the everyday challenges and lean towards optimism
- You are quietly confident and always humble.

COURAGE

- You say what you think when it is in the best interests of 360, even if it is uncomfortable
- You are prepared to say 'no'
- You choose 'smart risk' over 'easy safe', even if that makes us vulnerable
- You don't flinch from tough decisions and don't postpone confronting them



- You readily go outside of your comfort zone
- You question actions and words that are inconsistent with our values.

CURIOSITY

- You have an insatiable appetite to learn and develop
- You think of things that others don't
- You contribute effectively outside of your speciality, never doing so just for the sake of it
- You seek to understand why people think the way they think
- You welcome alternative perspectives, even when your patience is tested.

JUDGEMENT

- You blend intuition with evidence to decide, respecting both
- You think long term, no matter what the pressures
- You evaluate based on root causes and keep probing until you get there
- You are comfortable with uncertainty and are strong enough to say so

- You adapt to the circumstances presented, recognising that one size rarely fits all
- You think before you talk and act
- You always act strategically.

COMMUNICATION

- You communicate as 'we', not 'I'
- You listen to and understand all perspectives before responding
- You are concise, clear, and articulate in words, written and spoken
- You frequently ask useful questions
- You maintain calm poise to help clarity of thinking and influence the response of others
- You provide candid, helpful, timely feedback to your colleagues
- You never ignore a doubt
- You don't communicate to endear or just for the sake of it.

1. Culture and values

RESPONSIBILITY

- You are comfortable owning a decision, even if it proves to be the wrong one
- You roll up your sleeves and never think 'that's not my job'
- You thrive in being trusted and empowered, recognising that with this comes responsibility, ownership, and self-discipline.

TEAMSHIP

- You share knowledge and information proactively and openly
- You seek what is best for 360, trusting that this is best for everyone
- You are open-minded in the pursuit of the best ideas
- You make time to help colleagues.

VISION

- You are relentless in pursuing how we can do what we do even better
- You create, like, and encourage new ideas that are useful
- You refuse to accept prevailing assumptions and identify better approaches
- You are excited about how technology can enrich our offering even further.

INCLUSION

- You recognise that we can all contribute
- You accept that we all have biases and work to see past them
- You embrace differing perspectives to make better decisions
- You share knowledge, criticism, success, and disappointment
- You are curious about how different backgrounds and beliefs affect us, rather than pretend that they don't.



IMPACT

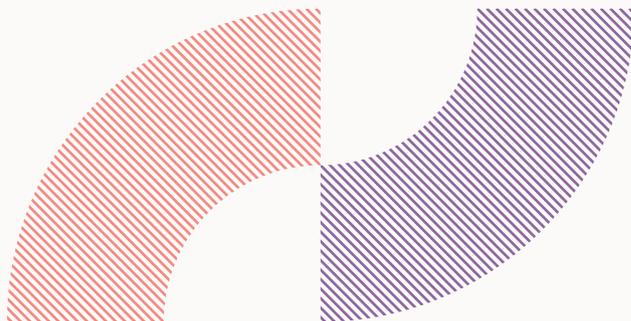
- You accomplish important, meaningful results
- You set an example every day
- You demonstrate consistent performance so colleagues and clients can rely on you
- You bring energy and commitment in everything you do
- You make your colleagues better
- You never give up.

If these values resonate with you, and reflect the people you are drawn to, the more likely you will thrive with 360.

The more we will do for you, too. You'll be part of a business that backs you 100%, invests in your development, that is there for you when it's tough, and takes pleasure in seeing your career trajectory soar.

This is 360's culture. It's a culture that is not dependent upon awards, gimmicks, or self-serving actions. We know what is important to us as a team and work hard every day to stay true to our values.

The rest looks after itself.





We are drawn to
people of substance,
authenticity, teamship,
conviction, and resilience.

2. Working environment and benefits

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2.1 LEAVE ENTITLEMENT

ANNUAL LEAVE

Our annual leave year extends from 1 January to 31 December. Employees who join during the year will receive a pro-rata holiday entitlement for the first year. Part-time, temporary, and fixed-term employees will have their annual leave entitlement calculated on a pro-rata basis based on the number of hours worked.

PUBLIC HOLIDAYS

All employees are also entitled to nine public holidays in accordance with the Organisation of Working Time Act, 1997 and any other day decreed by the Taoiseach as a national holiday:

- New Year's Day (1 January)
- St Patrick's Day (17 March)
- Easter Monday
- First Monday in May
- First Monday in June
- First Monday in August
- Last Monday in October
- Christmas Day (25 December)
- St Stephen's Day (26 December)

Given the 360 office is closed during the Christmas period, these days are in addition to your annual leave entitlement. The managing director will advise when the office closes each year, based on when Christmas falls. While Good Friday is not a statutory holiday, it will be allowed as an additional fixed day annual leave.

BOOKING ANNUAL LEAVE

You should give your director as much notice as possible of your intention to take annual leave (at least one month's notice if taking in excess of five consecutive days off). To apply for leave you should request the time from your director and advise the executive assistant.

All annual leave requests are subject to the needs of the business at the time. Accordingly, approval of annual leave is always at the discretion of your director, who will ensure fair allocation of preferred time while maintaining client cover. Final approval should always be obtained from your director prior to booking any travel plans. However, annual leave requests will not be unreasonably refused; if refused, you will be given an explanation and as much notice as possible.



MATERNITY LEAVE

Any female employee expecting a baby is entitled to a continuous period of maternity leave around the time of birth of the child. The employee is entitled to 26 weeks maternity leave as of 1 March 2007. The employee will maintain all of her employee rights, other than remuneration, during the 26-week period, including the entitlement to annual leave and public holidays.

Once the pregnancy is confirmed, the employee is required to advise 360 in writing as soon as possible and at least four weeks before the commencement of her maternity leave. This notice must be accompanied by a doctor's certificate stating the expected date of birth and a note explaining whether she intends to return to work.

Of the 26-week period, at least two weeks must be taken before the expected date of birth, and at least four weeks after the birth.

The employee may also choose to take additional maternity leave at the end of the 26-week period, if she wishes. The employee is entitled to up to 16 weeks additional maternity leave as of 1 March 2007. The employee should apply in writing for this leave at least four weeks before the approved maternity leave expires or before she goes on maternity leave.

Employees must provide 360 with at least four weeks' notice of the employee's intention to return to work and planned date of return. When maternity leave ends, the employee will be entitled to return

to her usual job so far as it is reasonably practical. However, if this is not possible the employee will be offered suitable alternative work.

MATERNITY PAYMENT POLICY

During maternity leave, 360 will top up the salary of eligible employees to match their current salary for the first 26 weeks. Employees are required to claim benefit from the Department of Social, Community and Family Affairs, and 360 will make up the difference between the maternity payment and the employee's normal pay. No payment will be made by the Department of Social, Community and Family Affairs or by 360 for any period of additional maternity leave.

LENGTH OF SERVICE POLICY

In order to qualify for the maternity pay top-up, the employee must have at least one year of continuous service at the date of maternity leave.

2. Working environment and benefits

PAYMENT POLICY

- Eligibility for maternity pay is dependent upon the employee making a written commitment to return to her normal working hours immediately following maternity leave/additional maternity leave and completing at least 6 months paid service on her normal working hours on her return. If this condition is not met, the employee will repay the full amount of the maternity pay top-up to 360.
- During maternity leave, 360 will top up the salary of eligible employees to match their current salary for the first 26 weeks.
- The maternity pay top-up will be paid to the employee as part of her normal pay during maternity leave.

PATERNITY LEAVE

An employee who is a relevant parent may avail of a continuous period of two weeks' paternity leave upon the birth/adoption of a child. During this paternity leave, 360 will top up the base salary of eligible employees to match their current salary for the two weeks of the leave.

The paternity pay top-up will be paid to the employee as part of their normal pay during paternity leave. The leave entitlement must be taken as a block of two weeks and cannot be fragmented into smaller periods of leave. The leave will be specifically

to allow the employee to spend time with the newborn child at the time of birth and the immediate time afterwards. Four weeks prior approval is necessary, and paternity leave must be taken within 26 weeks of the child's birth.

PARENTAL LEAVE

360 will provide parental leave to facilitate parents who require periods of short-term unpaid leave to take care of a child under 12 years of age, or older in specific circumstances. Any full-time employee, who is a natural or adoptive parent and has completed one year's continuous service, is entitled to 22 weeks unpaid leave (increasing to 26 weeks from 1 September 2020) per child, to enable him/her to take care of his/her child. All parents of children under eight years of age are eligible, as are parents of a disabled child under 16 years, and there is an extension if a child under 8 is adopted and is within 2 years of an adoption order.

The 18-week entitlement may be taken continuously or broken down into periods of a minimum of 6 weeks (optional on broken down into days, weeks or months), and each application will be dealt with on an individual basis. Part-time employees have a pro-rata entitlement, based on the number of hours worked. Where an employee has less than 1 year of service and more than 3 months continuous service, and the child is about to go beyond the specified age limit, the parental leave entitlement is one week's unpaid leave for each month of continuous



employment. Any period of probation, training or apprenticeship will be suspended while an employee is on parental leave and will be completed on the employee's return.

All employment rights will be protected while on parental leave other than the right to remuneration. Annual leave and public holiday entitlements accrue while an employee is on parental leave. There is no social welfare support during periods of parental leave but an employee can apply for PRSI credits for any period of parental leave. Should an employee fall ill while on parental leave and be unable to care for their child, they need to contact their director. For all periods of medically certified sick leave, the employee may transfer to 360 sick-pay scheme, and resume their parental leave when fit to take care of their child. Normal sick leave notification procedures apply.

APPLYING FOR PARENTAL LEAVE

An employee must inform 360 in writing of their intention to take parental leave, not less than six weeks prior to the planned commencement of the leave. A confirmation document of parental leave will be issued for signing not less than four weeks before commencement of the parental leave. An employee may revoke their notice to parental leave prior to signing the confirmation document. A signed copy will be given to the employee and put on his/her file.

POSTPONEMENT

360 has the right to postpone the granting of parental leave for up to six months, if granting it at a certain time would have an adverse impact on the business. In such cases, 360 will consult with the employee so that a mutual alternative can be reached within six months, and should the child reach the age limit, this will not prevent the parent taking the leave at the future date.

RETURN TO WORK

At the end of the period of parental leave, the employee is entitled to return to their normal job under the same terms and conditions. If this is not feasible, suitable alternative employment will be provided.

ABUSE OF PARENTAL LEAVE

If, at any stage, 360 suspects that parental leave is not being taken for the reason stated, written notification will be sent to the employee outlining 360's concerns and requesting a reply within seven days. 360 retains the right to terminate the parental leave if the employee is found to be in breach of the policy and the disciplinary procedure will apply.

2. Working environment and benefits

MEDICAL APPOINTMENTS

Personal appointments, routine doctor, hospital, dentist, optician, or other necessary medical appointments will be facilitated. We ask that every attempt should be made for the appointment to be at the beginning or end of your working day.

Approval and advance notification of 24 hours or more of such appointments should always be given to your director, except in emergency or exceptional situations. Directors have the right to ask for proof of attendance at such appointments.

360 reserves the right to request that an employee attend for examination by a medical practitioner of its choice at 360 or at the medical practitioner's place of work, restricted to matters which would affect your employment. Medical advisers will be entitled to disclose your results to the managing director, provided such disclosures are restricted to matters which would affect your employment.

BEREAVEMENT AND COMPASSIONATE LEAVE

360 understands that the loss of loved ones and bereavement needs to be managed in a sensitive and caring manner.

In the event of time needed to be taken due to bereavement, 360 will grant time off with pay for compassionate/bereavement leave at its discretion. Approval of such leave rests with your director. 360 reserves the right to treat each case on an individual and on a discretionary basis.

SICK LEAVE

If you are absent from work due to illness, you will be expected to personally and verbally notify by phone your 360 director by 8am on the day in question (or in any event, less than two hours after your normal starting time, wherever possible). You are required to provide a medical certificate in a form satisfactory to 360 for all absences from work for more than two consecutive days.

Any payments of salary during periods of absence due to sickness or injury are made at the absolute discretion of 360. It is normally policy to pay full salary of up to 6 weeks' certified absence in any period of twelve months. Any payment of sick pay thereafter will be at the sole discretion of 360.

Where 360 makes payment of salary to you during any period of absence due to the sickness or injury and you are in receipt of social welfare for similar benefits during such period of absence, you will reimburse 360 for the amount of the social welfare or the benefits received, or 360 may at its election reduce the amount payable to you during such periods where the amount of social welfare or other benefit received by you.

If you are absent for a consecutive period of more than three weeks or a cumulative period of more than three weeks over a 12-month period, 360 may (at its expense) require you to attend for examination by a medical practitioner of its choice at 360 or at the medical practitioner's place of work. Medical advisers will be entitled to disclose your results to



the managing director, provided such disclosures are restricted to matters which would affect your employment.

360 reserves the right not to pay any sick pay if you fail to comply with the relevant company rules regarding the provision of evidence of the illness or the absence of reporting procedure.

RETURN TO WORK

Employees have a responsibility to ensure their return to work at the earliest date possible commensurate with good health and safety. Before returning to work from a sick leave absence of three days or more, an employee may be required to provide a certificate of fitness to work from their medical practitioner, confirming that he or she can safely return to work.

On return to work after an absence, you must report directly to your director at the start of that working day. Directors will meet with each employee on their return to further understand the nature of the absence, its implications, and update the employee on their job priorities. 360 reserves the right to have staff members examined by its own medical practitioner of its choice at 360 or at the medical practitioner's place of work. Medical advisers will be entitled to disclose your results to the managing director, provided such disclosures are restricted to matters which would affect your employment.

ILLNESS DURING ANNUAL LEAVE

When a period of medically certified illness occurs during an employee's annual leave, this period will not be deemed to be part of his or her annual leave.

Your director must be notified immediately, and production of a medical certificate is required.

FAILURE TO FOLLOW SICK LEAVE PROCEDURES

Where an individual fails to comply with the sick leave procedures or has an unsatisfactory absence record, he or she will be invited to a meeting with their director.

Where abuses of the sick leave policy have been committed, 360 reserves the right to initiate disciplinary proceedings, up to and including dismissal.

2. Working environment and benefits

2.2 OFFICE HOURS

As of 1 October 2019, the 360 office opening hours are 7am to 7pm (07:00-19:00), Monday to Friday. While we ask that you are present between the hours of 10am and 4pm (10:00-16:00), we offer flexibility outside of these hours. For example, you may choose to be in the office from 7am to 4pm or 10am to 7pm.

While we encourage you to schedule all internal and external meetings between the hours of 10am and 4pm, this may not always be possible or suit schedules, so flexibility is required in this scenario.

This is a change to your current contract of employment and the terms of your contract are accordingly changed such as the office hours as set out here. If you are an employee of 360 before 1 October and do not agree to this change, please notify your Team Leader or the Managing Director by 8 October 2019. In the absence of any such notification it will be taken that you have agreed to this variation of your contract.

We hope this will provide further convenience and flexibility, particularly to facilitate our varied lifestyles—the early risers, people with family, daily commutes, extracurricular activities, and so on – and allow you to achieve greater work-life balance.

We would note that 360 may decide to amend this Policy at any time if the Leadership Team is of the view that the new working hours is leading to a

decrease in productivity or inability to serve clients. It is also a condition of this Policy that all employees must arrive at work before 10am or remain after 4pm (within normal working hours) where their presence in the office is necessary to serve the Company or Client needs, including ensuring client deliverables or it is not possible to carry out their duties in a timely matter offsite.

WORKING REMOTELY

Travelling to and from work takes time, time that could be used for personal or professional use.

For this reason, 360 allows you to work remotely on any day of your choosing between Monday and Thursday, up to a maximum of three days per month and subject to director approval/client needs. On such days, you are expected to be contactable at all times on email and phone. If you are working remotely, you must notify your director 24 hours in advance and make your team aware of this.

You must be in the office on Friday (unless on annual leave) as attendance and participation at our regular team meeting is encouraged.

Flexibility on days you choose to work from home will be required in terms of client work and facilitating meetings, both internal and external.



2.3 BENEFITS

LONG-TERM SERVICE

Loyalty, commitment, and long-term service to 360 is rewarded.

In addition to an employee's normal annual leave, employees with long service will be entitled to additional paid leave in recognition for their ongoing commitment to 360.

These extra holidays will be granted to employees with continuous unbroken service, will be given in the leave year after which the service requirement has been reached, and at the discretion of management (taking account of the needs of the business).

The benefit is as follows:

SERVICE	LEAVE
Over 5 years	Two weeks of paid leave (10 additional working days)
Over 10 years	Four weeks of paid leave (20 additional working days, and no more than 15 days at one time)
Over 15 years	Four weeks of paid leave (20 additional working days, and no more than 15 days at one time)

HEALTH INSURANCE ALLOWANCE

360 has a provision for private health insurance (offered after three years' continuous service). Please ask our executive assistant for details.

ATTRACTING TALENT

Our business is based on attracting and retaining great people and we are always recruiting. Through your work and your networks, you meet people and 360 will incentivise you to attract talent to us.

Should you introduce a candidate to 360 and they are hired and remain an employee of the company for minimum of one year, you will be rewarded with a bonus of €1,000. The number of referrals you make is unlimited.

SUMMER HOURS

From 1 June 2020, the office will close on Fridays at 4pm (16:00) for the summer months (June-August). This is subject to any immediate client needs.

HAPPY BIRTHDAY

360 is pleased to allow you to take a half-day to celebrate your birthday on or around your birthday.

2. Working environment and benefits

MARRIAGE LEAVE

360 provides two additional days of paid leave on the occasion of your marriage. Please apply for these through the usual leave request process.

SUSTENANCE

360 provides a range of nutritious food and refreshments for you including filter water, tea, coffee, daily fruit delivery, cereals, and snacks.

CAR PARKING

360 offers two car parking spaces for employees. These are provided on a first-come, first-served basis and priority must be given to those who require their car for client meetings. We ask that you update the tracker in a timely manner.

COMPANY CAR

The company car is available to everyone to use day-to-day as required for client meetings or any travel required for your work.

MOBILE PHONE

Provision of full allowance to meet monthly billing costs (as per company account).

PENSION

As noted in your employment contract, 360 makes available a personal pension scheme to you. A flexible benefit amounting to 5% of salary is provided, payable monthly and on the basis that you make a 5% employee contribution. We encourage team members to avail of this benefit.

BIKE-TO-WORK SCHEME

Using the bike-to-work scheme, 360 will help you to obtain a brand-new bike and safety equipment. Please consult our executive assistant for details.

VOLUNTEERING

As a talented and compassionate team, we know you have a lot to offer others. For this reason, 360 is happy to facilitate you in offering your services and time to volunteer for a day of your choosing in the calendar year. Please advise your director in good time before taking this day.



FLU VACCINATIONS

360 offers a free annual flu vaccine to all employees and we will advise you of scheduling at the appropriate time.

FRIDAY TEAM MEETINGS

Every Friday, the team will meet at 9am to discuss the week gone and the week ahead. As referenced above, attendance at this meeting is mandatory by everyone, unless on annual leave.

360 TEAM DEVELOPMENT AND WELLNESS

There is a dedicated 360 development and wellness plan and programme that involves both professional and personal development opportunity.

It will also provide the team with the opportunity to meet together outside working hours. 360 has invested financially in this programme and will do so each year, for the benefit of our team.

Details of events and activities will be shared with the team throughout the year by the committee members. All 360 staff will be given the opportunity to join the committee.

While the plan will involve professional development activities, 360 is always open to considering your own personal requests in terms of development, both personal and professional. Please discuss these with your director.



We want you to work in an environment that allows you to achieve, professionally and personally.



3. Company policies and procedures

3.1 EQUAL OPPORTUNITIES

360 is committed to policies and practices that provide equality of opportunity for all to protect the dignity of employees and promote respect for others at work. All employees are required to take personal and individual responsibility to comply with these policies and behave in a non-discriminatory way and not to participate in any acts of inappropriate behaviour, harassment, or bullying.

360 is committed to a policy of equal opportunities in employment. 360 will not tolerate discrimination, bullying, harassment, or sexual harassment by one employee or group of employees against another or others for any reason. Discrimination is defined as the treatment of a person in a less favourable manner than another person is, has or would have been treated, on any of the grounds listed below. Discrimination can also be taken to have occurred when a person is treated less favourably by virtue of their association with a person who is a member of one of these eight groups.

No employment practices, treatment or decisions will be influenced or affected by an employee's:

- Gender
- Marital status including pregnancy
- Family status
- Sexual orientation

- Religious belief or lack of religious belief
- Age (16+)
- Disability or the nature of disability
- Race, colour, nationality, or ethnic or national origin

360 is committed to promoting a good and harmonious working environment where every employee is treated with respect and dignity, and in which no employee feels threatened or intimidated. Implied in all 360's contracts of employment is a commitment to equal pay for equal work. Training and promotion are open to all 360 employees.

Decisions are based on the existing skills, knowledge, and behaviour required to perform a job to company standards, and those required in the future. Any employees with questions or concerns are requested to bring these issues to the attention of their immediate manager or any other manager for resolution. Employees can raise concerns and make reports without fear of reprisal. All complaints will be treated confidentially as far as practicable. All employees are required to take personal and individual responsibility to comply with this and related policies, and behave in a non-discriminatory way and any employee contravening this policy and unlawfully discriminating against another employee or potential employee will render himself or herself liable for disciplinary action, up to and including termination of employment.



3.2 DIGNITY AND RESPECT

The company is committed to providing all its employees with an environment free from bullying/harassment. All employees will be expected to comply with this policy and management will take appropriate measures to ensure that bullying/harassment does not occur.

Appropriate disciplinary action, including dismissal for serious offences, will be taken against any employee who violates this policy. The policy applies to employees both in the workplace and at work-associated events such as meetings, conferences, and work-related social events, whether on the premises or off site.

All questions relating to the execution or interpretation of this policy should be referred to your director.

3.3 HEALTH AND SAFETY

The company recognises the importance of health and safety at work and has established rules and procedures to assist in accident prevention. The main legislation providing for the health and safety of people in the workplace is the Safety, Health and Welfare at Work Act, 2005 (the "Act"). The Act sets out the duties of employees while at work and include the following:

- To take reasonable care to protect the health and safety of themselves and of other people in the workplace
- Not to engage in improper behaviour that will endanger themselves or others
- Not to be under the influence of drink or drugs in the workplace
- To undergo any reasonable medical or other assessment if requested to do so by the Employer
- To report any defects in the place of work or equipment which might be a danger to health and safety
- All employees are expected to behave responsibly and to observe any safety regulations.
- Employees have a duty to take any precautions necessary to reduce the possibility of risk to themselves and to others.

Any accidents in the workplace must be reported immediately to the executive assistant. In any case where the injury sustained requires medical treatment, the employee concerned must forward a copy of all relevant medical reports to the company.

3. Company policies and procedures

3.4 BULLYING AND HARASSMENT POLICY AND PROCEDURE

360 is committed to the promotion and implementation of all necessary measures to protect the dignity of our employees and to encourage respect in the workplace. This will be done by creating a work environment free from harassment, sexual harassment, bullying, and disrespectful behaviour through implementation of effective procedures to deal with any complaints of such conduct as they may arise.

This policy aims to ensure that all our team understands the types of behaviours that are unacceptable, their respective responsibilities in ensuring the prevention of unacceptable behaviour, and the avenues available to address any difficulties.

The policy covers bullying and harassment in the workplace including cyber-bullying and bullying and harassment outside the workplace in relation to business trips or social events. Bullying and harassment by employers, employees, and non-employees such as clients, customers, and business contacts will not be tolerated and could lead to disciplinary action and other sanctions, for example the suspension of contracts or services or exclusion from the premises.

It is essential to remember that it is not the intention of the person responsible for the behaviour that is most important in deciding whether harassment,

sexual harassment, or bullying has occurred, but whether the incidents are acceptable by normal standards of behaviour.

HARASSMENT, SEXUAL HARASSMENT, AND BULLYING

Harassment is unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating, or offensive environment for the individual. In particular, employees cannot and should not comment on or about, harass, or discriminate against each other on any of the eight grounds set out at 3.1 above.

Harassment is normally characterised by more than one incident of unacceptable behaviour. However, one incident may constitute as harassment if it is sufficiently serious.

EXAMPLES OF HARASSMENT

The following are examples of inappropriate behaviour that may constitute harassment. These examples are illustrative but not exhaustive:

- Verbal harassment, e.g. jokes, derogatory comments, sectarian remarks, ridicule, or song



- Written harassment, e.g. text messages, e-mails, or notices
- Physical harassment, e.g. jostling or shoving, unnecessary touching, physical coercion
- Coercion, e.g. pressure for sexual favours (e.g. to get a job or be promoted and pressure to participate in political, religious, or trade union groups etc.)
- Intimidatory harassment, e.g. gestures or threatening poses
- Visual displays, e.g. posters, emblems, or badges
- Persistent negative body language
- Non-cooperation or exclusion of a person
- Intrusion, e.g. following, pestering, spying etc.

SEXUAL HARASSMENT

Sexual harassment is any form of unwanted verbal, non-verbal, or physical conduct of a sexual nature, being conduct which in either case has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, humiliating, or offensive environment for the person.

Such unwanted conduct may consist of acts, requests, spoken words, gestures or the production, display or circulation of written words, pictures, or other material.

Sexual harassment may consist of a single incident or repeated inappropriate behaviour. The examples of types of inappropriate behaviour contained in the section on harassment apply in the case of sexual harassment also.

BULLYING

Bullying is repeated, inappropriate behaviour that is offensive, intimidating, malicious or insulting, or an abuse or misuse of power, which has the purpose, or effect of intimidating, belittling, and humiliating the recipient.

Examples of bullying

- Undermining an individual's right to dignity at work
- Verbal abuse
- Persistent criticism
- Humiliation
- Intimidation
- Victimisation
- Exclusion and isolation
- Intrusion by pestering, spying, or stalking

3. Company policies and procedures

- Repeated unreasonable assignments to duties with impossible deadlines or impossible tasks
- Withholding information or supplying incorrect information.

The above list is representative only, not exhaustive, and should not be used as guidance. Complaints relating to instructions issued by a director/manager, assignment of duties, terms and conditions of employment or other matters, which are appropriate for referral under other normal grievance procedures, do not constitute bullying. Constructive and fair criticism of an employee's conduct or work performance is not bullying.

LACK OF RESPECT

Lack of respect can be shown by direct comments, sarcasm, snide remarks, inappropriate jokes or banter directed towards a colleague. It can also arise where colleagues are ignored, overlooked, avoided or shunned without good reason and in a manner likely to be hurtful or disrespectful. Jokes or comments directed at or referring to a colleague could be thought amusing by others but unpleasant, uncomfortable or hurtful to that colleague.

PROCEDURES

Informal procedure

While in no way diminishing the issue or the effects on individuals, an informal approach can often resolve matters. As a general rule, therefore, an attempt should be made to address an allegation of bullying as informally as possible by means of an agreed informal procedure. The objective of this approach is to resolve the difficulty with the minimum of conflict and stress for the individuals involved.

(a) Any employee who believes he or she is being bullied should explain clearly to the respondent(s) that the behaviour in question is unacceptable and unwelcome. In circumstances where the complainant finds it difficult to approach the respondent(s) directly, support can be sought from a work colleague who can accompany the person when speaking to the harasser or bully or who can discuss various options open to the employee concerned.

(b) A complainant may decide, for whatever reason, to bypass the informal procedure. Choosing not to use the informal procedure should not reflect negatively on a complainant in the formal procedure.



Formal procedure

All allegations of discrimination or bullying or harassment will be dealt with seriously, confidentially, and speedily. 360 will not ignore or treat lightly grievances or complaints of bullying or harassment, particularly those related to a protected characteristic. Employees and witnesses can be assured that they will not be ridiculed or victimised for making, or assisting a colleague in making, a complaint, even if it is not upheld, as long as it is made in good faith. Everyone involved in the investigation, including witnesses, will be required to maintain confidentiality.

If an informal approach is inappropriate or if after the informal stage the bullying persists, the following formal procedures should be invoked:

The complainant should make a formal complaint in writing to his or her immediate line manager, or if preferred, any member of management. The complaint should give precise details of actual incidents of bullying. Initially mediation will always be offered. A thorough investigation into the matter will be carried out by an individual who has had no previous involvement in the situation.

The respondent(s) should be notified in writing that an allegation of bullying has been made against them. They should be given a copy of the complainant's statement and advised that they shall be afforded a fair opportunity to respond to the allegation(s).

360 will also invite the employee to attend at least one meeting at which their complaint will be discussed. The employee will have the right to be accompanied by a colleague.

Following completion of the investigation, including the meeting with the employee, the employee will be informed in writing of the outcome and 360's conclusion and decision. The employee will also be notified of their right to appeal.

If the employee wishes to appeal the decision, they must do so in writing to a more senior director of 360 within 5 working days of 360's decision. An appeal meeting will be held at which the employee will be entitled to be accompanied by a colleague.

Outcome

Should management decide that the complaint is well founded, the respondent(s) should be given a formal interview to determine an appropriate course of action. Such action could, for example, involve counselling and/or monitoring, or progressing the issue through the disciplinary procedure.

Where a complaint is not sustained, no action will be taken against a complainant provided that the complaint was made in good faith. In the interest of all employees, any malicious or vexatious complaints will be treated very seriously and may lead to disciplinary action against the complainant.

3. Company policies and procedures

3.5 WHISTLEBLOWING POLICY

INTRODUCTION

Whistleblowing is raising a genuine concern about suspected wrongdoing within an organisation. 360 is committed to the highest standards of openness, probity, and accountability. We therefore view it as extremely important to have a mechanism in place to enable staff to voice concerns in a responsible and effective manner.

SCOPE

This policy has been designed to enable employees of 360 to raise concerns internally and to disclose information which they believe shows malpractice or impropriety without fear. The policy is intended to cover concerns that are in the public interest. Wrongdoing may include, but is not limited to:

- Financial fraud or mismanagement
- Failure to comply with legal, professional or regulatory obligations and requirements
- Criminal activity
- Danger to health and safety or the environment
- Improper conduct or unethical behaviour
- Attempts to conceal any of the above.

The policy is not designed to question financial or business decisions taken by 360. Neither should the policy be used for complaints relating to the employee's own personal circumstances such as the way the employee has been treated at work. The Grievance Procedure or Equal Opportunities and Dignity at Work Policy should be used in these cases.

PROTECTION AND CONFIDENTIALITY

Employees who whistleblow are protected by the Public Interest Disclosure Act 1998* provided the disclosure is made with reasonable belief of malpractice or impropriety. 360 takes this extremely seriously: no employee who raises a whistleblowing concern in good faith will suffer any detrimental treatment.

Detrimental treatment includes dismissal, disciplinary action, threats, or other unfavourable treatment connected with raising a concern. If employees feel they have suffered any such treatment, they should raise it formally through the Grievance Procedure. Staff must not threaten or retaliate against whistleblowers in any way. Anyone involved in such conduct will be subject to disciplinary action.

360 will make every effort to treat all disclosures in a confidential and sensitive manner.

However, 360 does not encourage staff to make disclosures anonymously. Proper investigating may



be more difficult or impossible if we cannot obtain further information from the employee. It is also more difficult to establish whether any allegations are credible and have been made in good faith.

RAISING A WHISTLEBLOWING CONCERN

360 hopes that in many cases the employee will be able to raise any concerns with the employee's director. However, if the employee would prefer not to raise it with them for any reason, they should contact the Managing Director. The employee may make the disclosure in person or put the matter in writing if they prefer.

All complaints will be fully investigated by an appropriate director with relevant experience of investigations who is not connected with the case. The whistleblower may be asked to attend a meeting to discuss the concern. The employee may be accompanied by a colleague, the companion must respect the confidentiality of the employee's disclosure and any subsequent investigation.

360 will endeavour to keep the employee updated on the progress of the matter and the outcome of the investigation. The employee should appreciate that it may not always be possible or appropriate to tell them detail of any action, but they will be informed if action is taken. If it is found that a whistleblower has made false allegations maliciously,

or with a view to personal gain, the whistleblower will be subject to disciplinary action.

If the employee is not happy with the way in which their concern has been handled, the employee can raise it with another director/managing director or a non-executive director of 360.

RAISING CONCERNS EXTERNALLY

An employee should always, in the first instance, raise any concerns internally. It is 360's intention that employees will not find it necessary to alert anyone externally. However, 360 accepts that in certain circumstances it may be necessary to raise a concern externally, for example if the employee is not satisfied with an internal response to a disclosure.

In such cases, employees are entitled to contact a 'relevant body' to express concerns. In doing so the individual should: have a reasonable belief that the allegation is based on correct facts, make the disclosure to a relevant body, and have a reasonable belief it is in the public interest to make the disclosure.

A 'relevant body' is likely to be a regulatory body (e.g. the Health and Safety Executive or the Central Bank). The media is not a relevant external body. Employees should not contact the media with allegations about the organisation. We strongly encourage employees to seek advice before reporting a concern externally.

3. Company policies and procedures

3.6 ANTI-BRIBERY POLICY

360 is committed to conducting all of our business in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption, and we remain bound by the laws of the Republic of Ireland, in respect of our business dealings both at home and abroad. This policy establishes controls to ensure the highest ethical standards and compliance with applicable regulations.

SCOPE OF POLICY

This policy applies to all individuals working at all levels, including directors, senior managers, managers, senior executives, executives, all employees (whether permanent, fixed-term, or temporary), consultants, contractors, trainees, seconded staff, homeworkers, casual workers and agency staff, volunteers, interns, agents, sponsors or any other person associated with us, or any group company or their employees, wherever located. It is a criminal offence to offer, promise, give, request, or accept a bribe. Individuals found guilty can be punished by up to ten years' imprisonment and/or a fine. As an employer, if we fail to prevent bribery, we can face an unlimited fine, exclusion from tendering for contracts and damage to our reputation. We therefore take our legal responsibilities very seriously. Any employee who breaches this policy will face disciplinary action, up to and including

dismissal. We also reserve the right to terminate our contractual relationship with other workers if they breach this policy.

What is prohibited:

BRIBERY AND CORRUPTION

Bribery is offering, promising, giving, or accepting any financial or other advantage, to persuade the recipient or any other person to act improperly, or to reward them for acting improperly. An advantage includes money, gifts, loans, fees, hospitality, services, discounts, the award of a contract, or anything else of value. Corruption is the abuse of entrusted power or position for private gain.

FACILITATION PAYMENTS AND KICKBACKS

360 prohibits facilitation payments or kickbacks to be made or accepted. Facilitation payments are typically small, unofficial payments made to secure or expedite a routine or necessary action, for example by a government official. Kickbacks are typically payments made in return for a business favour or advantage. All employees must avoid any activity that might lead to, or suggest, that a facilitation payment or kickback will be made or accepted by us. If you have any suspicious concerns or queries regarding a payment, you should raise these with your line manager.



GIFTS AND HOSPITALITY

This policy does not prohibit giving and receiving promotional gifts of low value and normal and appropriate hospitality that are given/received in good faith and not offered, promised, or accepted to secure an improper advantage for 360 or any of its employees or associated persons. However, in certain circumstances gifts and hospitality may amount to bribery. 360 will not provide gifts or hospitality with the intention of persuading anyone to act improperly or to influence a public official in the performance of their duties.

If it is not appropriate to decline a gift of significant value, it may be accepted, provided it is then declared to the employee's director; it may then be donated to charity. 360 recognises that the practice of giving business gifts varies between countries and regions and what may be normal and acceptable in one region may not be in another. The test to be applied is whether in all circumstances the gift or hospitality is reasonable and justifiable. The intention behind the gift should always be considered.

POLITICAL AND CHARITABLE CONTRIBUTIONS

360 occasionally may make donations to political parties or candidates. However, in the unlikely event that such a payment is made, it would never be made in an attempt to influence any decision or gain a business advantage and are always publicly disclosed.

We believe that charitable donations can form part of our wider commitment and responsibility to the community. Where donations are made, they will not be used as a scheme to conceal bribery and will be made legally and ethically under local laws and practices.

3. Company policies and procedures

3.7 EMAIL, INTERNET, AND TELECOMMUNICATIONS USE

Email enables 360 to communicate promptly and efficiently with clients and suppliers. While e-mail brings many benefits in terms of its communications, it also brings risks to 360. For this reason, it is necessary for 360 to set down specific rules for the use of email and internet within the company.

Every employee has a responsibility to maintain 360's image, to use electronic resources in a productive manner, and to avoid placing 360 at risk of legal liability based on their use.

Employees must ensure that current data protection legislation is not breached, and where a breach occurs, that it is reported without delay. If email is used for private purposes, it should be used appropriately and in accordance with company policy and not in any way that comprises the company or its business. Employees may not disclose any inappropriate information regarding 360 by means of the internet, email, or other means.

Employees may not download material which is not required for 360's purposes. Employees must be confident that the download comes from a legitimate source. All software is the property of 360 and should not be misused or copied. Employees must comply with all protocols and directives regarding internet security.

All of the above applies equally to other equipment and technology such as telephones, ipads, and other communication devices.

Access to the organisation's computers must be password protected. Employees are required to use their passwords and not put in place any process that bypasses the requirement for a password. Passwords must not be stored on the computer.

Employees must ensure that their director has a record of their most recent password. This is important to allow their email account to be accessed, if required, during their absence. Passwords must not be disclosed to any other person.

MONITORING OF INTERNET AND EMAIL USE

Emails, the internet and other electronic communications are never entirely secure. 360 reserves the right to monitor and/or record the activities of all users on company systems. This may mean that any activity, including emails etc, may be intercepted, analysed and read if necessary.

Any such monitoring will be undertaken consistent with current data protection legislation. Any employee found to be using the internet or email inappropriately may be subject to the disciplinary procedure, up to and including dismissal.



SOCIAL MEDIA POLICY

360 recognises the unique opportunities available through social media and is committed to harnessing these opportunities, where possible, to achieve company objectives. This policy aims to ensure 360 and its employees build a positive image on social media platforms in a safe, appropriate manner that does not place 360 or employees at risk.

SCOPE OF POLICY

This policy deals with the use of all forms of social media, including Facebook, LinkedIn, Twitter, Snapchat, Wikipedia, Pinterest, Instagram, YouTube, and all other social networking sites, as well as other internet postings, including blogs. The policy also extends to future developments in internet capability and social media usage. The terms of this policy apply to the use of social media by all staff, whether for business or personal purposes, whether during office hours or otherwise, and whether using company IT facilities and equipment or privately owned devices.

The policy should be read in conjunction with other employment policies, particularly equality, bullying and harassment, email and internet, data protection, and any confidentiality policies in place. Social media should not be used in a way that breaches any other company policy.

SOCIAL MEDIA FOR BUSINESS PURPOSES

Effective use of social media can positively impact the performance of 360. Our success on social media is reliant on the responsible, professional interaction of all our employees across all social media platforms.

360 has a professional presence across a number of social media platforms and continuously looks to maximise our followers and the impact across these platforms.

Employees are asked to actively support 360 through these mediums. This may include, but is not limited to, 'liking', sharing or commenting on company posts, or creating content as directed by your director/manager from time to time.

If you are required to speak on behalf of the organisation in a social media environment, you must follow all guidelines set by your director/manager on this matter. Where employees have been given access to company passwords for social media platforms, they do not have permission to reset or change the passwords.

With regards to recruitment, 360 may use internet searches to perform due diligence on candidates in the course of recruitment. Where this is done, 360 will act in accordance with our data protection and equal opportunities obligations.

3. Company policies and procedures

RESPONSIBLE USE OF SOCIAL MEDIA

Whether posting for professional or personal purposes, employees should always be mindful of what they are posting, who can see it, and how it can be linked back to the organisation and work colleagues. Staff must not use or publish information on any social media site that has the potential to negatively affect the organisation, its staff, clients, suppliers, vendors, or any other affiliate or stakeholder. Examples of such behaviour may include:

- Publishing material that is defamatory, abusive or offensive in relation to any of the parties listed above
- Publishing any confidential or business-sensitive information about the organisation
- Publishing material that might have the effect of damaging the reputation or professional standing of the organisation

In addition, the following are guidelines for using social media responsibly and safely:

- If staff mention or comment on the organisation in social media postings, without prior approval from 360, they should make it clear that the views expressed are their own and not those of 360. In such cases, employees should write in the first person and use a personal email address.
- Staff are personally responsible for what they communicate on social media. It should be remembered that online content is never completely private and may be read by parties it was not originally intended for, including 360, future employers, or customers.
- Be aware of data protection rules: employees must not post their colleagues' details or pictures without their colleagues' permission. Photographs of company events should not be posted online unless agreed with the leadership team.
- Employees must not provide or use their company password for any personal social media platform.



- Employees must seek prior approval from 360 before giving recommendations or references about employees, former employees, customers, or suppliers on social media sites.
- Such a recommendation can give the impression that the recommendation is a reference on behalf of the organisation and should therefore be consistent with company standards.
- Be respectful at all times, in both content and tone of what you say. Show respect to your audience, your colleagues, our customers business partners, suppliers and stakeholders. Do not publish any comments or content relating to the organisation or its employees that would be viewed as unacceptable in the workplace.
- All staff are responsible for protecting our business reputation. If you see content on a social media platform that disparages or reflects negatively on our organisation or our stakeholders, you should contact your manager. Do not respond/comment yourself.

MONITORING

All employees should be aware that 360 regularly monitors the internet and social media to keep abreast of general internet commentary, brand presence, and industry/customer perceptions.

POLICY COMPLIANCE

Misuse or abuse of social media can cause significant injury to third parties and can also impact negatively on the credibility of 360. 360 therefore takes any misuse or abuse of social media by employees very seriously. Breach of this policy may result in disciplinary action up to and including dismissal. Should an employee breach this policy they will be required to fully cooperate with any investigation which may involve removing certain postings or handing over relevant passwords.



**Communications is a fundamental.
It changes how we think.
It impacts how we feel.**

'SOMEWHERE, SOMETHING INCREDIBLE
IS WAITING TO BE KNOWN'

4. Performance management

4. Performance management

4.1 PERFORMANCE STANDARDS

Regular meetings are held with employees to review progress and plan for the future. Individuals will be provided with details of the performance standards necessary in their job and feedback on their individual performance, as appropriate. 360 is committed to treating all staff fairly and equitably and to helping employees perform effectively.

The high standards of work, conduct, and appearance of our employees maintain our reputation with our clients. These policies are to ensure our standards, culture, and good work are always upheld by all employees. The disciplinary procedure defines the process by which failure to meet these standards will be handled.

We want to remind employees that at all times they should feel free to raise matters of concern to them with their own director or the managing director, preferably in that order.

4.2 DISCIPLINARY POLICY AND PROCEDURE

360 is committed to treating all staff fairly and equitably and to helping employees to perform effectively. However, there will be occasions when it may be necessary to invoke disciplinary procedures that are designed to protect the interests of 360, our clients, and our employees.

When work falls below an acceptable standard, help will be given to the employee to improve. If standards of work continue to fall and there is a necessity for action, it will automatically begin with a pre-disciplinary informal discussion. Similarly, when an employee's behaviour is inappropriate and unacceptable, and this is officially deemed misconduct, it will mean the initiation of a pre-disciplinary informal discussion or the disciplinary procedure, depending on the severity.

If disciplinary action should become necessary then each case will be treated consistently and fairly, and the disciplinary procedure will be strictly observed at all steps. The employee will be given the opportunity to provide their version of events and any extenuating circumstances will be considered. An employee's natural rights will always be upheld, and employees will have the right to:



- Know the case against him/her
- Reply
- Due consideration
- Representation
- Appeal.

All directors are required to use their best efforts to:

- Provide feedback at early steps to encourage and support employees to improve
- Ensure that all cases are thoroughly investigated
- Avoid any discrimination
- Prepare carefully and be consistent
- Keep adequate records
- Adhere to this procedure.

Breaches of rules and regulations will mean the initiation of Step 1 of the formal disciplinary procedure. If 360 views an incident sufficiently seriously, the person may be dismissed immediately, and the normal procedures will not apply.

4.3 THE STAGES IN THE DISCIPLINARY PROCEDURE

INVESTIGATION

Prior to taking the decision to invoke the disciplinary procedure, 360 will ensure that the situation has been thoroughly investigated. This is a fact-finding process and will necessitate the gathering of detailed information as well as the carrying out of formal interviews, taking of written statements, etc.

Proper investigation is an integral part of the process and on occasions may require employees to be suspended on full pay while it is carried out. Suspension on pay is not considered to be an action taken under the disciplinary procedure; it is there to ensure that issues are dealt with in a fair and reasonable manner, and adequate protection given to all employees.

Equally, the employee has the right to gather information in their defence, so they can present details if the decision is taken to invoke the disciplinary procedure.

Once the investigation has been completed, the manager will inform the employee of the findings and the outcome. Where the decision is taken to invoke the disciplinary procedure then the employee will be informed of the case against them so they can respond in an informed manner at a disciplinary hearing. Where the decision is taken not to take

4. Performance management

disciplinary action, the employee will be counselled, and details of the issue placed on the employee's personnel file for record keeping purposes.

INFORMAL PRE-DISCIPLINARY COUNSELLING DISCUSSION

Where appropriate, prior to using the formal aspects of 360's disciplinary procedure, a pre-disciplinary counselling discussion will be held with the employee. Minor misconduct, poor performance, or minor breaches of rules will normally result in informal counselling or advice being given by the immediate manager. If that approach is not successful, 360 is likely to escalate it to the formal disciplinary procedure.

STEPS IN THE FORMAL DISCIPLINARY PROCEDURE

This procedure will be used in cases of breaches of the rules or poor performance that have not been remedied by informal counselling. Normally, the procedure will follow the steps listed below, although it is acceptable to move directly to Steps 2, 3 or 4 if a case appears sufficiently serious. From the first formal step of the disciplinary procedure, there will be the presence of the immediate manager in conjunction with another member of the management team. Employees are advised and have the option to have a colleague present. At each step in the procedure a disciplinary meeting will be

held where all the facts will be considered, and any mitigating circumstances discussed.

Where a warning is issued, a copy will be placed on the employee's personnel file for the specified period. All warnings issued under this procedure will state clearly that the employee will be liable for further disciplinary action should their performance not improve or should there be a further breach of company rules. In the event of no further misdemeanours occurring and the performance improving, the warning will be removed, and the employee's file will be clear.

The employee will also be advised of their right to appeal against the decision to take disciplinary action. The steps in the disciplinary procedure are as follows:

Step 1: Verbal warning

At the meeting, an action plan including a scheduled time for improvement and date for reappraisal will be set. A record of the verbal warning will be given to the employee and a copy will be retained on the personnel file for 6 months unless there is repetition within the agreed review period. If there is no improvement in the situation, there will be a re-evaluation and an escalation to Step 2. This can happen before the end of the verbal warning period.



Step 2: First written warning

At the meeting, an action plan, including a scheduled time for improvement and date for reappraisal, will be set. A record of the written warning will be given to the employee and a copy will be retained on the personnel file for 12 months unless there is repetition within the agreed review period. If there is no improvement in the situation, there will be a re-evaluation and an escalation to Step 3. This can happen before the end of the first written warning period.

Step 3: Final written warning

At the meeting, the final written warning, a copy of which will be given to the employee, will state clearly that the next step will be termination of employment if conduct and/or performance do not improve.

Step 4: Suspension without pay

In exceptional circumstances, dependent on the individual case, 360 may exercise its discretion to suspend without pay. This is action short of dismissal.

Step 5: Dismissal

There are two alternative courses of action available at this step in the procedure, depending on the circumstances:

(a) An employee will be procedurally dismissed if they have failed to improve during the previous steps. Appropriate notice or payment in lieu of notice will be made.

(b) In an instance of gross misconduct an employee will be dismissed without going through the previous steps of the procedure. In these circumstances a full investigation will be conducted, and a disciplinary meeting will be held which will follow the normal process and uphold an employee's natural rights. Due to the serious nature of the situation, the option of dismissal warrants serious consideration, and the process is likely to result in dismissal without notice or payment in lieu of notice.

APPEALS

At every step, the employee has the right to appeal in writing. In all cases of dismissal or demotion, the managing director will be considered as the final arbiter. If you wish to appeal, you should do so in writing within three days of the decision.

4. Performance management

OFFENCES

(a) Misconduct

360 will normally consider the following list of offences as misconduct and appropriate reason for initiating disciplinary action:

- Failure to follow the procedures in respect of absence due to sickness or injury
- Minor breach of the written statement of terms and conditions of employment
- Minor damage to company property
- Minor breach of company rules
- Minor failure to observe company policies or procedures
- Regular unreasonable and/or unexplained absences
- Poor time keeping
- Poor job performance.

These examples are not exhaustive or exclusive, and offences of a similar nature will be dealt with under this procedure.

4.3 GRIEVANCE PROCEDURE

The purpose of the grievance procedure is to ensure that employees of the company have a fair forum in which to express any problems or concerns they may have and to have them resolved quickly and satisfactorily.

APPLICATION

In order to achieve consistency and fair treatment across the organisation, this procedure applies to all employees. In doing this:

- The company recognises that good communication and a willingness to cooperate will help to resolve issues quickly and smoothly.
- The company encourages its employees to try in the first instance to resolve an issue through informal discussions with their immediate manager.
- The grievance procedure will normally be employed if these informal discussions have not helped to resolve the situation.
- If the employee so wishes, the formal procedure can be implemented at any time.



PROCEDURE

Stage One

- If the employee has a grievance arising from their employment, he or she should approach their director to discuss the issue. The director will record details of the grievance and aim to respond within an appropriate amount of time agreed with the employee.

Stage Two

- If the employee feels that the issue has not been given fair and sufficient consideration, or if the grievance is with their immediate manager, the employee should contact the managing director. This should be done in writing and the meeting should be held within seven working days.
- The employee will be made aware that they have the option to have a colleague or representative present.
- The grievance will be discussed and a response given in an appropriate amount of time agreed with the employee. A summary of this meeting will be recorded in writing.

Stage Three

- If the response from senior management is inadequate in resolving the issue, the employee should appeal their grievance in writing to the managing director. This meeting will be held as soon as possible.

- The grievance will be discussed and a final decision made within an appropriate amount of time agreed with the employee. Again, a summary of this meeting will be recorded.

Stage Four

- Should the matter remain unresolved, it will be referred to the Workplace Relations Commission. During the period in which the above procedure is being followed, no strike, lockout, walkout, sit-in, go-slow, or any other form of industrial action designed to bring pressure to bear on either party will take place until all avenues as prescribed have been followed by other parties and at least 14 days have elapsed following the issuing of the Workplace Relations Commissions outcome.

Any industrial action will require that two weeks' written notice be given by either party. In the event of any issues arising that cannot immediately be disposed of and are being processed in accordance with the above disputes' procedure, normal working (under protest if necessary) will continue, pending a settlement.

At all stages in the grievance procedure, the employee should be aware that they have the right to be accompanied by another member of staff. Every attempt will be made to resolve the grievance issue speedily and appropriately. The employee has a right to copies of meeting minutes taken at all stages of the procedure.

**You refuse to 'settle',
never give up, and
hunger for excellence.**



You'll be part of a business that backs you 100%, invests in your development, that is there for you when it's tough, and takes pleasure in seeing your career trajectory soar.



