IBIA HANDBOOK

Note to Readers: This handbook is a living document and may be updated periodically. All IBIA Secretariat and Members of IBIA and team members are expected to familiarize themselves with the policies contained herein. Failure to comply with these policies may result in disciplinary action.

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1. Welcome to IBIA

Welcome to IBIA - the International Bunker Industry Association!

As a global association representing the bunker and marine energy industry, IBIA is dedicated to supporting the diverse needs of our members. Our mission is to create a forum for cooperation and dialogue within the maritime industry, focusing on advancing best practices, fostering sustainability, and advocating for fair and transparent standards.
IBIA is here to help navigate the complexities of the bunker/marine energy industry for all stakeholders.

We provide a platform for networking, knowledge sharing, and professional development, ensuring our members stay at the forefront of industry trends and challenges.

We look forward to supporting our Secretariat's team and IBIA members' journey in the ever-evolving world of marine fuels.

1.1 Introduction

IBIA is the voice of the global bunker/marine energy industry and represents all stakeholders across the industry value chain. Our membership includes bunker suppliers, traders, brokers, ship owners/operators, barging companies, storage companies, surveyors, port authorities, credit reporting companies, lawyers, P&I clubs, equipment manufacturers, shipping journalists and marine consultants. Formed in 1992, today we have members in more than 68 countries.

IBIA promotes improved standards, knowledge, transparency and understanding in the industry. We do this through a variety of events and courses, engaging in working groups, by disseminating reliable and accurate information and offering practical advice where we can. We also advocate for effective, pragmatic and workable regulations. One of the most important arenas for that is at the International Maritime Organization (IMO) where IBIA has consultative status as a non-governmental organisation. IBIA attends all meetings of the IMO's Marine Environment Protection Committee (MEPC), the Maritime Safety Committee (MSC) and a number of Sub-Committees.

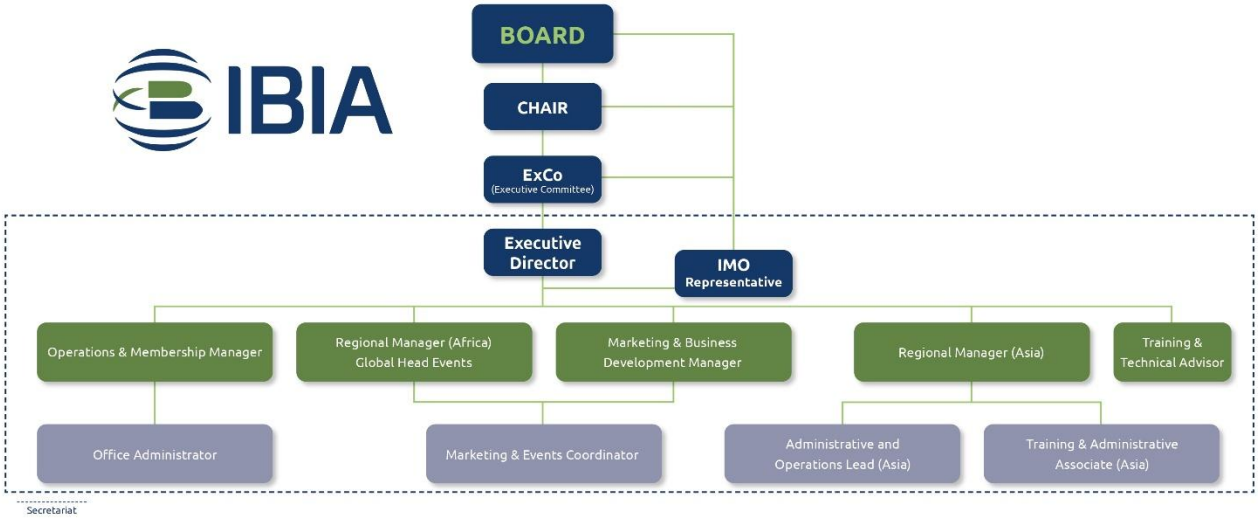
Aims of the Association

- To provide an international forum for bunker industry issues
- To represent the industry in discussions and negotiations with national, regional and international policy makers, legislators and other groups and bodies
- To review, clarify, improve, develop and endorse where appropriate, industry methods, practices and documentation
- To increase the professional understanding and competence of all who work in the industry
- To provide services and facilities for members and others as the Board shall from time to time consider appropriate
- Provide a platform for collaboration, exchange ideas and networking.

Mission of the Association

- Promote the common good of the industry
- Promote industry, provide education, foster professional conduct and develop standards
- Educate, inform and represent The International Bunker Industry & Market place
- To raise standards to the benefit of the industry and all members

2. Organizational Structure



2.1 Board of Directors

The governing body of IBIA shall be the Board of Directors ('the Board'). The Board shall have supervision, control and direction of the affairs of IBIA, its committees, working groups, regional boards, and publications; shall determine its policies and/or changes therein; shall actively pursue its objectives and supervise the disbursement of its funds. The Board may adopt such rules, regulations and policies for the conduct of its business as shall be deemed advisable.

The Board of the Association comprises the Officers (Chair, Vice-Chair, Treasurer)and eight Directors, or as many directors as the Board deems fit, always pursuant to the Bye Laws and AoA of IBIA.

2.2. Committees

The Association shall have an Executive Committee ("ExCo") comprising of the Chair, the Vice-Chair, the Treasurer and (if he or she so wishes) the immediate past Chair.
The ExCo is responsible for dealing with all matters pertaining to the Association's affairs and shall regularly meet, together with the Executive Director, in order, indicatively, to a) discuss issues concerning the management of the Association's affairs by the Executive Director, b) assess the performance of the Executive Director and the Secretariat, c) coordinate and organize matters which should be brought forward to the Board for further deliberation and/or approval.

2.3 Staff and Responsibilities

The Board shall employ an individual, who need not be a member of IBIA, as the salaried staff head and who shall have the title of Executive Director. The terms and conditions of employment shall be as specified by the Board and shall be set forth by contract. Employment and discharge of the Executive Director shall require a two-thirds (2/3) vote of the then entire Board and shall be in accordance with any employment contract.

The Executive Director shall be responsible for all management functions of the Association and the operation of the Secretariat.

The Board shall also have an IMO Representative, whose duty shall be to act as the Association's representative to the IMO, following consultation with the Board. The IMO Representative may also represent the Association in dealings with other authorities and associations, after consultation and co-ordination with the Executive Director, for the optimal representation of the Association.

The Secretariat shall consist of the salaried staff who assist in the daily operations of the Association. Under the direction of the Executive Director, the Secretariat is responsible for implementing the Association's strategic objectives, managing administrative tasks, supporting communication with members, organizing events, and ensuring effective coordination and workflow within the Association.

The Secretariat shall work closely with the Executive Director and other designated representatives to facilitate the smooth operation of IBIA's activities and to provide necessary support to the Board, its Officers, Regional Boards, and Working Groups. Members of the Secretariat shall be selected, employed, and, if necessary, discharged by the Executive Director, subject to the approval of the ExCo.

3. Code of Conduct and Ethics

IBIA aims to be an inclusive body where everyone is treated with respect and dignity. IBIA respects and values the diversity of all our team, members, partners and suppliers. Our continued success depends upon the support and trust of our team, members and the communities in which we operate. The code of conduct sets out our principles and describes what is expected of every one of us to meet our high standards. It is intended to guide us in applying these principles to the specific circumstances of our daily work. A failure to observe the Code is a cause for disciplinary action up to and including dismissal.

3.1 General Conduct

IBIA expects honest and ethical conduct from our team, members, partners, suppliers and vendors.

3.1.1 Appraisal and Feedback

At IBIA we operate an appraisal system. Appraisals are conducted annually, and this will be a summary of the regular meetings we have held with our team members throughout the year. Everything discussed in these meetings should have already been discussed throughout regular meetings, ensuring that our team's performance is fully disclosed to them at all times. The feedback given should always be respectful and constructive. This is an opportunity to identify

areas of growth and improvement and recognize any training needs and opportunities. All objectives and completed training will be uploaded to BreatheHR (or any other HR software) for transparency and ongoing review.

3.2 Professionalism

The IBIA Secretariat is our best ambassador, and it represents us whenever we meet members and partners. We therefore ask that their appearance and conduct always presents us in a professional light. This is particularly important at events outside of the workplace such as members visits, training courses, seminars, conferences, or social functions.

3.3 Conflicts of Interest

A conflict arises when a team member has a personal loyalty or interest which conflicts or might conflict with their duty to IBIA. Even the appearance of a conflict can be damaging; we expect our team to disclose any conflicts of interest so that they can be managed properly and fairly. Conflicts of interests can arise in many ways. Potential or actual conflicts of interest must be identified and the Executive Director and the HR Representative, SYLO|BeyondHR, must be notified. Failure to disclose a conflict may lead to disciplinary action. Where appropriate, seek approval of agreement as to how the conflict will be managed, or resolved. Many conflicts of interest can be resolved in a mutually acceptable way, but they must be addressed.

When a disclosure is made, risks must be considered, and advice sought on whether any restrictions or limitations need to be applied to protect the interests of IBIA and other team members.

3.4 Anti-Bribery and Corruption

IBIA is fundamentally opposed to any acts of bribery and to the making of facilitation payments as defined by the Bribery Act 2010.

Secretariat team members, members and any other persons associated with the Association such as agents, subsidiaries and business partners are not permitted to either offer or receive any type of bribe and or facilitation payment. All team members are encouraged to report any suspicion of corruption or bribery within the Association in accordance with the Whistleblowing Policy.

In the event that an individual reports suspected instances of bribery, IBIA will process any personal data collected in accordance with the Data Protection Policy. Data collected will be held securely and accessed by and disclosed to individuals only for the purposes of dealing with the report of bribery. If any team member or associated person is found guilty of giving or receiving a bribe, they will be personally criminally liable and may be subject to disciplinary action.

Anyone found guilty of bribery, will be responsible for bearing any related remedial costs, such as losses, court fees or expenses.

3.5 Gifts and hospitality

In general, we do not believe that it is appropriate for a team member to accept gifts from customers, suppliers or any other person or organization with which we have, or might have, business connections. It is important to ensure that no

team member acts in any way that is inconsistent with the Association's' objectives or with the integrity of the business by accepting or giving a gift in circumstances where it could influence, or be seen to influence, that team member's business actions or decisions. In addition, there are legal requirements for all employers to ensure that they take measures to prevent bribery.

4. Understanding our Membership

IBIA is the voice of the global bunker/marine energy industry and represents all stakeholders across the industry value chain. Our membership includes, among others, bunker suppliers, traders, brokers, ship owners/operators, barging companies, storage companies, surveyors, port authorities, credit reporting companies, lawyers, P&I clubs, equipment manufacturers, shipping journalists and marine consultants. Formed in 1992, today we have members close to 70 countries.

IBIA promotes improved standards, knowledge and understanding in the industry. We do this through a variety of events and courses, engaging in working groups, by disseminating reliable and accurate information and offering practical advice where we can. We also advocate for effective, pragmatic and workable regulations.

5. Communication Guidelines

We recognise that good communications will help to improve both organisational and individual performance and support the decision-making process.

Our aim is to ensure that all team members have the information they need to do their job, and they know how their role can help achieve our objectives. We want everyone to understand our values, priorities, and vision. We also want to ensure everyone is informed about decisions that affect them and their department in a timely manner.

Good communications are essential to the effective running of IBIA, and we welcome the contributions of all team members to improve communications. Please see our Communications Policy.

5.1 Internal Communication

In order to help achieve our aims, the following principles should be followed:

- Where possible we will use face-to-face communication for communicating messages to team members on key issues that directly affect them.
- Other methods, such as email, are mainly for confirming information. These can supplement face-to-face communication.
- Communication should be a two-way process: team members' views are valued and should be encouraged and acted upon.
- Online chat facilities may be used for specific work groups.

To develop and support a culture of effective communications, all managers and directors are responsible for keeping team members informed about developments in IBIA. We will hold regular team briefings. The purpose of these

meetings is to inform everyone about organisation wide and group specific issues. It is also an opportunity to gather team views.

5.2 External Communication

Unless specifically part of a job description or current project, please refer all communications and enquiries from the media to the Executive Director.

Secretariat team members must not act as a spokesperson for IBIA without the Executive Director's express permission.

Team members must not discuss IBIA or any of our members or suppliers, whether officially or 'off the record', or endorse any product or service or person without our specific permission.

If approached by a member of the press, the response should not be 'no comment'. The contact details of the member of the press should be noted, and it should be ensured that the message is passed on immediately to the Executive Director.

Publication of any material, or opinion based on experience gained with us must not be made without the written consent of the Executive Director.

5.3 Social Media Policy

We also recognise that many of our Secretariat team use the internet on their personal devices and that they participate in social networking on websites such as Facebook, X, LinkedIn, Instagram, Tik Tok and others outside of work. It is important that care is taken when using all social networking sites and similar websites, information should not be posted that portrays a negative image and damages our reputation, or could upset other team members or breaches confidentiality, or which is libelous.

Misuse and inappropriate use of e-mails, the internet and social networking sites as set out in this section may result in disciplinary action which could include summary dismissal.

5.4 Remote Working and Working in Public Areas Policy

5.4.1 Remote working

The purpose of this policy is to establish guidelines for remote working arrangements. It aims to provide clarity on expectations, responsibilities, and procedures for team members who are approved to work remotely, ensuring productivity, communication, and security are maintained. It is an expectation that the team member carries out their roles and responsibilities in their country of employment. Any team member who wishes to work outside of their country of employment for more than 15 consecutive working days, will need express permission and written approval from the Executive Director.

This policy aims to set out the ways in which remote working will be managed.

It is essential a suitable work environment is sustained that is free from distractions and conducive to productivity. Remote workspace should be safe, secure and have reliable internet connectivity.

Regular hours will be expected to be worked unless otherwise discussed and agreed with a manager and it is essential that team members are available during core business hours for meetings, communication, and collaboration. If availability changes, this should be communicated to the appropriate manager in advance. It is vital that to maintain regular communication to ensure that remote working is successful and effective. All required meetings will be expected to be attended and communications promptly responded to.

The necessary equipment for remote working will be a suitable work area, monitor, laptop, printer/scanner. If team members are unable to accommodate any of these, they should speak with their manager. The business insurance covers the following equipment:
Computers and ancillary equipment, laptops, tablet computers, printers, photocopiers, fax machines, navigation systems, TVs, digital display equipment and other electrical office equipment.

5.4.2 Working in Public Areas

We appreciate that there might be occasions where team members must work in public spaces such as coffee shops, airports and hotels. When working in public spaces, it is essential that team members ensure that sensitive information is protected, even when working outside of a controlled environment.

Team members should avoid using public Wi-Fi networks as they are often insecure. If access to public Wi-Fi is unavoidable, a Virtual Private Network (VPN) must be used to encrypt the connection.

Only company-approved devices should be used to access company systems. Personal devices should not be used for work-related activities unless explicitly authorised.

Team members must be mindful of their surroundings and avoid exposing screens or documents to unauthorised persons. Team members should always use a privacy screen on laptops or tablets when working in public spaces.

All sensitive data must be encrypted when stored on portable devices such as laptops, smartphones, or USB drives. Data in transit must also be encrypted using company-approved encryption methods.

Devices must be locked or logged off when not in use, even for short periods. Automatic screen locking should be enabled with a timeout of no more than 5 minutes. Team members should be vigilant about potential shoulder surfing,

where unauthorised individuals can view sensitive information. Team members should choose seating that minimizes this risk, for example they should sit with their backs to a wall, or use privacy screens. Only access sensitive information when absolutely necessary. Avoid working on highly confidential tasks in public spaces whenever possible.

In the event that a device is lost or stolen, IT support and the immediate supervisor must be notified immediately to initiate remote wiping of the device to protect company data. Any loss of a device, suspected data breach, or security incident must be reported immediately. Delays in reporting can lead to significant risks. We will conduct an investigation of the incident and take appropriate steps to mitigate any potential damage. Team members may be required to assist in the investigation.

6. Events and Meetings

6.1. Planning and initiating an event

a. The Secretariat should determine the event type

- Identify the type of event (e.g., Members Meeting, Annual Dinner, Annual Convention, Conference, Training Session).
- Consider the goals and objectives of the event to ensure it aligns with IBIA's mission and member interests.

b. Topic and agenda setting

- Collaborate with the Executive Director, the Secretariat, the Events Working Group, and the Board, which ultimately decides on the event's topic and agenda.
- Gather input from members and industry trends to select relevant and timely topics.
- Develop a detailed agenda, including speakers, session topics, and key discussion points and propose it to the Events Working Group and the Board.

c. Scheduling

- Set a date and time for the event, ensuring it does not conflict with other major industry events or holidays.
- Coordinate with key speakers and participants to confirm availability.
- Allow sufficient lead time for planning, promotion, and member registration.

6.2. Preparation and communication

a. Communication platform setup

- Use Microsoft Teams for webinars and meetings.
    - Create a Teams webinar link for registration and attendance tracking.

- For larger conferences, consider using platforms like Zoom or Eventora for enhanced features.
- Set up necessary technical infrastructure, including video conferencing tools, microphones, and presentation software.

b. Email invitations

- Prepare a comprehensive mailing list of members using the latest membership data.
- Send personalised email invitations via a mail merge in Outlook, the CRM or any other mean.
    - Include the registration link, event details, and any required pre-event materials.
- Schedule follow-up emails to remind members of the event as the date approaches.

6.3. Registration and attendee management

a. Registration process

- Members register through the provided Teams link or other designated platforms.
- Collect registration data automatically through the platform.
- Provide clear instructions for registration and highlight any deadlines.

b. Tracking registrations

- Export registration data to a spreadsheet for record-keeping.
- Monitor who registers and track attendance.
- Prepare attendee lists and ensure all participants receive necessary access details.

c. Reminder emails

- Send reminder emails to registered participants closer to the event date.
    - Include details on how to join the event, any materials to review, and event highlights.

6.4. Event execution

a. Event hosting

- Conduct the event via Teams, ensuring all technical setups are checked beforehand.
    - Test audio, video, and presentation-sharing capabilities prior to the event.
- For physical events, ensure the venue is prepared and all necessary equipment is in place.
    - Coordinate with the venue for seating arrangements, catering, and signage.

    - Provide on-site support staff to assist attendees and manage logistics.

b. Attendee interaction

- Utilise the networking application provided by Eventora for conferences and major events.
    - Allow attendees to update their profiles, view agendas, and interact with other participants.
- Facilitate Q&A sessions, breakout rooms, and interactive polls to engage attendees.
- Provide clear instructions for attendees on how to participate and interact during the event.

6.5. Post-event activities

a. Follow-up

- Send thank you emails to all attendees.
    - Include links to any recordings, presentation slides, or additional resources.
- Distribute any promised materials, such as recordings or presentation slides.
- Acknowledge the contributions of speakers, sponsors, and volunteers.

b. Feedback collection

- Use the survey function in the networking application to collect feedback from attendees.
    - Design the survey to gather insights on the event's content, organization, and overall experience.
- Analyse feedback to identify strengths and areas for improvement.
- Share key findings with the Events Working Group and Board.

c. Reporting and record-keeping

- Compile attendance and feedback data into a report.
- Store the data in a centralized location (i.e., CRM) for future reference.
- Use insights from the report to inform planning for future events.

6.6. Specific event types

a. Members meetings

- Held on an ad hoc basis, typically four times per year.
- Focus on disseminating information globally and providing a meeting place for IBIA members.
- Topics may arise from Board meetings or member requests.

b. Annual Dinner

- A prestigious black-tie event held annually. Preferably at the Grosvenor House Hotel, Mayfair, London.
- Involves significant preparation, including managing sponsorships, seating arrangements, and logistics.
- Offers unparalleled networking opportunities and engagement with key industry leaders.

c. Annual Convention
- An international event to be organized in a different global location every year.
- Include international panel discussions, keynote speeches, and networking sessions.
- Use a platform for attendee management, communication, and logistics.

d. Conferences
- Organised regionally and internationally, covering key industry topics.
- Use a platform for attendee management, communication, and logistics.
- Include panel discussions, keynote speeches, and networking sessions.

e. Training sessions
- Offered online and in-person.
- Use a platform (like Eventora or similar) for registration and course management.
- Track participant engagement and completion rates.
- Provide certification or continuing education credits as applicable.

6.7. Additional notes

a. Communication
- Ensure all communications are clear, professional, and timely.
- Maintain an up-to-date and accurate mailing list in the IBIA CRM or similar tool/database.
- Utilise multiple channels (email, social media, website) for promotion.

b. Technical setup
- Regularly check and update technical setups and tools to ensure smooth event execution.
- Provide technical support for attendees as needed.

c. Data management
- Maintain accurate records of attendees, registrations, and feedback.
- Use CRM systems to manage and analyse event data effectively.
- Ensure data privacy and compliance with relevant regulations.

d. Sponsorships

- Offer various sponsorship packages to engage industry partners.
- Provide sponsors with visibility through branding opportunities, speaking slots, and promotional materials.

6.8 Meetings Policy

To ensure effective communication, coordination, and representation of the Association, all IBIA Secretariat team members are expected to adhere to the following guidelines when participating in internal or external meetings.

General Principles

- All meetings, whether internal or external, should be purposeful, time-conscious, and contribute to IBIA's objectives.
- Preparation is essential. Team members should review the agenda, relevant materials, and talking points beforehand.
- Always represent the Association in a professional, respectful, and constructive manner.
- Confidentiality must be maintained where applicable.
- Meetings to be recorded and AI tools (i.e., minutes taking) might be used
- Notes or key takeaways should be documented and shared where appropriate.

In-Person Meetings

- Dress should be professional and aligned with the nature of the meeting (business attire is the default standard for external representation).
- Punctuality is expected—arrive early or on time.
- Ensure that printed materials or business cards (if applicable) are prepared in advance.
- Be respectful of the host's protocols and cultural norms when representing IBIA at external venues.
- Follow up after the meeting with any agreed-upon actions or acknowledgements.

Online Meetings

- Join on time and test the audio and video before the meeting starts.
- Cameras should be turned on during meetings—particularly in external meetings—as this reflects presence and professionalism, just as in a physical meeting room.
- Maintain a professional appearance and a neutral, distraction-free background.
- Avoid multitasking; refrain from sending emails or working on unrelated matters during the meeting, as this is disruptive and discourteous.
- Microphones should be muted when a team member is not speaking and appropriate cues should be used (e.g. raising hand or using the chat) when contributing in larger groups.
- Team members should be clear when speaking, especially in multi-stakeholder or member-facing meetings.

Conduct and Behaviour

- Engage actively and respectfully—listen attentively and contribute constructively.
- Avoid interrupting or speaking over others.

- Stay focused and present throughout the meeting.
- Escalate any concerns or sensitive matters arising from meetings directly to a manager or the Executive Director.

6.9 IBIA Working Groups Policy

Working Groups (WGs) are an integral part of IBIA's operational and strategic framework, providing structured platforms for discussion, collaboration, and development of IBIA's activities and positions. We operate two distinct categories of Working Groups, each with a defined scope, membership, and mode of engagement.

Category 1 – Internal Working Groups

These WGs are formed for the purpose of supporting the internal functions and initiatives of IBIA. Participation is limited to the IBIA Secretariat and Board members. Meetings are scheduled on a regular basis, and activities are coordinated through an IBIA Portal.

- *Events WG*: Responsible for developing event agendas and marketing campaigns for IBIA-hosted events.
- *Training WG*: Focuses on the creation and maintenance of IBIA's training programme, including online and in-person modules.

Category 2 – Member Working Groups

These WGs are open exclusively to IBIA members and serve as collaborative forums to shape IBIA's responses to key industry issues at international, regional, and local levels. Participation in each WG may be subject to a maximum cap, as specified. All information shared within these groups is confidential. Breaches of confidentiality will result in immediate removal from the group and possible further action.

Current active and proposed Category 2 WGs include:

- *Technical WG*: IBIA's longest-standing group, supporting IMO submissions, technical guidance, and industry best practices.
- *Future Fuels WG*: Focused on IBIA's role in decarbonisation and developing positions on alternative fuels.
- *Bunker Licensing & Mass Flow Meters WG*: Aims to promote licensing frameworks and MFM adoption in major bunker hubs.
- *Digitalization WG*: Tasked with identifying digital solutions that bring efficiency, transparency, and sustainability to the bunker value chain.
- *Legal WG*: Comprised of maritime legal experts, providing clarity and input on contracts, regulatory issues, and legal guidance. (Currently inactive, with plans for reactivation.)

General Participation Guidelines

- All WGs should be coordinated via the IBIA Portal, ensuring transparency and structured collaboration.
- WGs that are open to all members will be visible and accessible through the Portal; internal groups remain confidential.
- Participation is on a voluntary basis and should reflect professional conduct, constructive engagement, and commitment to the objectives of the group.

- The Executive Director and Secretariat retain oversight of all Working Groups, including participant selection and group moderation under the direction of the Board to assist and support the Chairs of the WG's.

6.10 IMO Meetings

One of the key ways of supporting members is through advocating for effective, pragmatic and workable regulations. The most important global arena for that is at the International Maritime Organization (IMO) where IBIA has consultative status as a non-governmental organisation. IBIA attends all meetings of the IMO's Marine Environment Protection Committee (MEPC), the Maritime Safety Committee (MSC) and related intersessional meetings of working groups and Sub-Committees.
Members can propose issues they wish to be raised at IMO but it is for the global Board to consider whether the issue aligns with IBIA policy and as such can be supported. If required, such issues are also shared with the appropriate IBIA working groups for their views. Members should contact the IMO Representative to IMO to discuss the issue they intend to raise.
If supported, the issue can then be presented to IMO in the form of a written submission or via oral intervention made by the IBIA Representative to the IMO during the relevant meeting. Members proposing a written submission are required to prepare the draft document according to the page length restrictions and formatting template issued by IMO.

Members can participate in IMO meetings as part of IBIA's delegation subject to capacity restrictions. Members wishing to participate in an IMO meeting should contact the IBIA Secretariat and request registration. Members attending IMO meetings are required to abide by the "Rules and conditions for IBIA members participation in IMO meetings as part of IBIA's delegation" and will be forwarded to those participating in an IMO meeting as part of IBIA's delegation for the first time.

Members can access IMO documents that have been made publicly available by registering for a "Public Account" here: https://webaccounts.imo.org
To support IBIA's consultative role at IMO by providing advice on IBIA policy during IMO meetings, access to IMODOCS via IBIA Secretariat's portal can be granted to Board members only when they will be participating in an IMO meeting. Access to IMODOCS via IBIA Secretariat's portal will be limited for a 6-week period before the subject meeting, the meeting week itself and one week following the meeting i.e., an 8 week period in total.

7. Intellectual Property

We recognise that, from time to time, in the course of our team's duties they may make or discover intellectual property.

We outline below our position on intellectual property and confirm our team's' special obligation to further the interests of IBIA.

7.1 Ownership of Work

Subject to the provisions of the Patents Act 1977 and the Copyright, Designs and Patents Act 1988, if any time a team member makes, discovers, or participates in the making or discovery of any intellectual property relating to or

capable of being used in the business carried on by the Association, the details of this must be communicated to the Association immediately and such intellectual property will be the absolute property of the Association.

At our request and expense, team members must give and supply all such information, data, drawings and assistance as may be necessary to enable the Association to exploit the intellectual property to best advantage. A team member must also execute all documents and do such things as may be necessary or desirable for obtaining patent and other protection for the intellectual property in such parts of the world as may be specified by the Association and for vesting the same in our Association or as we may direct.

Team members irrevocably appoint the Association in their name and on their behalf to sign and execute such instruments and do such things and generally to use their name for the purposes of giving to us (or our nominees) the full benefit of the provisions of this policy. A certificate in writing signed by the Association that an instrument or act falls within the authority conferred by this policy will be conclusive evidence that such is the case.

If, whilst working for IBIA, a team member makes or discovers intellectual property which does not become the property of the Association then, subject to the provisions of the Patents Act 1977, the Association will have the right to acquire for ourselves or our nominee the team member's right therein on fair and reasonable terms, to be agreed or settled by a single arbitrator appointed by the President of Chartered Institute of Arbitrators who shall adjudicate at joint expense.

The rights and obligations arising under this clause will continue to have full force and effect after termination of contract and will be binding upon a team member's representatives.

7.2 Trademarks and Copyrights

All written material, whether held on paper, electronically or magnetically which was made or acquired during the course of the work completed with us, is our property and our copyright. At the time of termination of employment/contract of services with us, or at any other time upon demand, any such material should be rightfully returned to IBIA.

7.3 Use of IBIA Resources

7.3.1 Computers and passwords

Computers are provided to Secretariat members to allow them to undertake business-related activities. Anyone discovered unreasonably using the Association's computers for personal and private purposes may be subject to disciplinary action.

Vandalism of, or intentionally interfering with our computers or network, constitutes a potential gross misconduct offence and could render the team member liable to summary dismissal or termination of contract under the Association's disciplinary procedure.

As many computer files contain confidential or sensitive business, or personal, information, we take the security of these files very seriously. The following security precautions must be observed:

- Computer screens must be locked if not being attended to
- If a team member needs to leave their computer for a long period, they should log off.

When creating a computer password:

- Team members should not use one that is obvious, such as date of birth or the name of a close family member.
- Passwords should be a mix of letters and numbers and should not be the same as any other personal passwords (such as online banking passwords).
- Password should be kept private, not written down and not divulged to anyone else. This includes other staff.
- If a team member suspects that someone knows their password, they should change it.
- The password should be changed at regular intervals.
- Computers should always be shut down at the end of the working day.
- If suspicious activity is noticed, the manager should be notified immediately.

7.3.2 Use of portable storage devices

Secretariat members may be provided with portable storage devices (such as memory sticks and portable hard drives) that can be plugged into the USB port of a computer. Team members must not transfer any data to a third-party computer (including one at home) without first having obtained approval from the relevant manager.

From time to time, user guidelines will be produced on the usage of such devices, and it is expected to follow them. If a team member transfers files to a third-party without permission, they are likely to be subject to disciplinary action. If this involves the deliberate transfer of sensitive commercial information to a competitor, it will be treated as gross misconduct. Additionally, if the unauthorised transfer includes personal data, this is likely to result in a breach of the legal rules and principles relating to data privacy and security, and as such may be treated as gross misconduct.

7.3.3 Mobile phone use

IBIA's office telephones and mobile phones are for the exclusive use by team members in connection with our business. Whilst we allow essential personal telephone calls concerning domestic arrangements, excessive use of the telephone for personal calls is prohibited. This includes lengthy, casual chats and calls at premium rates. Not only does excessive time engaged on personal telephone calls lead to loss of productivity, but it also constitutes an unauthorised use of time. If we discover that the telephone or mobile phone has been used excessively for personal calls, a team member may be subject to our disciplinary procedure. If excessive use does occur, the team member will be required to pay back the cost of personal calls made. If the personal telephone call usage might breach these rules a manager should be spoken to.

Acceptable telephone use should be no more than five minutes of personal calls in each working day. Personal telephone calls should be timed to cause minimum disruption to work and should, as a rule, only be made during breaks except in the case of a genuine emergency.

Team members should be aware that telephone calls made and received on our telephone networks may be monitored and recorded to ensure member satisfaction and to check that the use of the telephone systems is not being abused or used in an unauthorised manner. In addition, an itemised call log may be maintained and retained of all external calls made and received on our telephone networks and on mobile telephones. This may include details of the external caller's number and the date, time, and duration of the call.

Voicemail messages may be checked by a manager for business calls (with the team member's agreement) when they are absent. To avoid this, telephone calls should be forwarded to a colleague who can then manage calls during a time of absence. If absence is due to long term sickness, we will transfer the team member's calls to one of their colleagues. It may therefore be unavoidable that some personal messages might be heard in these circumstances.

7.4 Use of Artificial Intelligence Tools

Artificial Intelligence (AI) tools are transforming the way we work. They have the potential to automate tasks, improve decision-making, and provide valuable insights into our operations.
However, the use of AI tools also presents new challenges in terms of information security and data protection. This policy is a guide for team members on how to be safe, secure and mindful when using AI tools, especially when it involves the sharing of potentially sensitive company and customer information.

Purpose

The purpose of this policy is to ensure that all team members use AI tools in a secure, responsible and confidential manner. The policy outlines the requirements that team members must follow when using AI tools, including the evaluation of security risks and the protection of confidential data.
It also aligns with our association's values, complies with legal standards, and respects the rights of all stakeholders.

Policy Statement

Our association recognises that the use of AI tools can pose risks to our operations and customers. Therefore, we are committed to protecting the confidentiality, integrity, and availability of all IBIA and customer data. This policy requires all team members to use AI tools in a manner consistent with our security best practices.

Principles

Our use of AI is guided by the following principles:
Transparency: We commit to being open about how we use AI technologies.
Accountability: We take responsibility for the outcomes of our AI systems.
Fairness: We strive to ensure our AI systems do not perpetuate bias or discrimination.

Privacy: We respect the privacy of individuals and protect their data.
Safety: We prioritise the safety and security of our AI systems.

Security Best Practices
All team members are expected to adhere to the following security best practices when using AI tools:
a. Evaluation of AI tools: Team members must evaluate the security of any AI tool before using it. This includes reviewing the tool's security features, terms of service, and privacy policy. Team members must also check the reputation of the tool developer and any third-party services used by the tool.

b. Protection of confidential data: Team members must not upload or share any data that is confidential, proprietary, or protected by regulation without prior approval from the appropriate department. This includes data related to customers, team members, or partners.

c. Access control: Team members must not give access to AI tools outside the company without prior approval from the appropriate department or manager and subsequent processes as required to meet security compliance requirements. This includes sharing login credentials or other sensitive information with third parties.

d. Use of reputable AI tools: Team members should use only reputable AI tools and be cautious when using tools developed by individuals or companies without established reputations. Any AI tool used by team members must meet our security and data protection standards.

e. Compliance with security policies: Team members must apply the same security best practices we use for all IBIA and customer data. This includes using strong passwords, keeping software up-to-date, and following our data retention and disposal policies.

f. Data privacy: Team members must exercise discretion when sharing information publicly. As a first step, team members must ask themselves the question, "Would I be comfortable sharing this information outside of IBIA? Would we be okay with this information being leaked publicly?" before uploading or sharing any data into AI tools. Second would be to follow b) above.

Review and Revision
This policy will be reviewed and updated on a regular basis to ensure that it remains current and effective. Any revisions to the policy will be communicated to all team members.

Our association is committed to ensuring that the use of AI tools is safe and secure for all team members and customers, as well as the association itself. We believe that by following the guidelines outlined in this policy, we can maximise the benefits of AI tools while minimising the potential risks associated with their use.
Where AI tools are used to support the development of content, communications, or documentation, it is the responsibility of the user to ensure that the output is critically reviewed, evaluated, and appropriately edited prior to any internal or external dissemination.

8. Privacy and Data Protection

IBIA is required to maintain certain personal data about living individuals for the purposes of satisfying operational and legal obligations. We recognise the importance of the correct and lawful treatment of personal data. We will ensure that the data we collect, and use, is done so in a safe and secure manner.

In the course of the team member's work with us they are likely to collect, use, transfer or store personal information about our team, members and suppliers, for example their names and home addresses. The UK's data protection legislation, including the UK General Data Protection Regulations (UK GDPR) contains strict principles and legal conditions which must be followed before and during any processing of any personal information.

The purpose of this policy is to ensure that team members are aware that everyone has a responsibility to comply with the principles and legal conditions provided by the data protection legislation, including the UK GDPR legislation. Failure to meet those responsibilities may have serious consequences. Firstly, a serious breach of data protection is likely to be a disciplinary offence and will be dealt with under our disciplinary procedure. If a team member accesses another team member's personnel records or any sensitive personal information without authority, this will constitute a gross misconduct offence and could lead to termination of contract. Additionally, if a team member knowingly or recklessly discloses personal data in breach of the data protection legislation, including UK GDPR, the team member may be held personally criminally accountable for any such breach.

8.1 Data Collection and Storage

The team member's personal information

We comply with the General Data Protection Regulation 2016 (GDPR) and Data Protection Act 2018 which permit us to use team members' data for certain reasons only. IBIA also complies with all local laws and regulations where team members are based. The most common reasons we use data are set out below:

- We need personal data so that we can carry out the contract of employment
- We need personal data so that we can comply with our legal obligations
- We need personal data to carry out our legitimate interests
- We may use personal data where something is done in the public interest.

There are other reasons we would like to use personal data which do not fall into one of those listed above. To allow us to do this, we need consent and will ask for it separately. Team members will have the right not to give consent and to withdraw consent once consent is given.

8.2 Data Access and Sharing

Relevant individuals have a right to be informed whether the Association processes personal data relating to them and to access the data that the

Association holds about them. Requests for access to this data will be dealt with under the following summary guidelines:

- A subject access request should be made to the Executive Director.
- the Association will not charge for the supply of data unless the request is manifestly unfounded, excessive or repetitive, or unless a request is made for duplicate copies to be provided to parties other than the team member making the request
- the Association will respond to a request without delay. Access to data will be provided, subject to legally permitted exemptions, within one month as a maximum. This may be extended by a further two months where requests are complex or numerous.

Relevant individuals must inform the Association immediately if they believe that the data is inaccurate, either as a result of a subject access request or otherwise. The Association will take immediate steps to rectify the information.

For further information on making a subject access request, team members should request our subject access request (SAR) form available from our HR Representative, SYLO | Beyond HR.

8.3 Data Security

The Association adopts procedures designed to maintain the security of data when it is stored and transported.

Team members must:

- ensure that all files or written information of a confidential nature are stored in a secure manner and are only accessed by people who have a need and a right to access them
- ensure that all files or written information of a confidential nature are not left where they can be read by unauthorised people
- check regularly on the accuracy of data being entered into computers
- always use the passwords provided to access the computer system and not abuse them by passing them on to people who should not have them
- use computer screen blanking to ensure that personal data is not left on screen when not in use.

Personal data relating to team members should not be kept or transported on laptops, USB sticks, or similar devices, unless authorised by a Partner. Where personal data is recorded on any such device it should be protected by:

- ensuring that data is recorded on such devices only where absolutely necessary
- using an encrypted system — a folder should be created to store the files that need extra protection and all files created or moved to this folder should be automatically encrypted
- ensuring that laptops or USB drives are not left lying around where they can be stolen.

Failure to follow the Association’s rules on data security may be dealt with via the disciplinary procedure. Appropriate sanctions include dismissal with or without notice dependent on the severity of the failure.

9. Financial Policies
9.1 Financial Procedures

Purpose
The purpose of this policy is to ensure that the Association maintains and develops systems of financial control, which conform with the requirements both of propriety and good financial management. It is essential that these systems operate properly to meet the requirements of our members and board of directors. Defined financial procedures establish a standard framework which empowers staff with clear guidelines and expectations.
This manual serves as a supplement to the scheme of delegation and levels of authority providing information on the day-to-day operations and practicalities forming from it and should be read by all staff involved with our financial systems.

Financial Planning
Annual Budget
The Association prepares a rolling 12-month budget. The annual budget will reflect he best estimate of the resources available for the forthcoming year and will detail how those resources are utilised. Comparison of known or estimated income and expenditure will identify any potential surplus or shortfall in funding. If shortfalls are identified, opportunities to increase income must be explored and expenditure headings reviewed for areas where reductions can be made through reprioritisation or deferment of projects.
The approved by the Board budget is reported against, on a monthly basis, from the start of the new financial year.

Revised Budget
Monitoring and analysis of the agreed budget will be carried out on a monthly basis by the finance manager, Executive Director and treasurer with reports, comprising management accounts, balance sheet and comparative reports shared with board members. Only where significant in year variations to the agreed budget have been identified and approved by the board will a revised budget form the basis of income and expenditure analysis for the remainder of the financial year.

Monitoring and review
Monthly reports are prepared by the finance manager, the reports include:

- Actual income and expenditure for combined UK and ASIA against budget, shown as year to date cumulatively as well as monthly breakdowns
- Balance sheet
- Reports for UK and ASIA individually
- Comparative reports against prior year and Budget
- Consolidated into treasurer report for board meeting reporting

Any potential overspend against the budget must in the first instance be discussed with the officer with budgetary responsibility for that area with any necessary corrective actions agreed.

Independent Checking Procedures

Accounting Officer

The accounting officer reports to the Executive Director who has responsibility to the Board and the accounting officer for the resources under their control. The essence of the role is:

- Ensuring regularity – that member money is spent for the intended purposes of the Association.
- Ensuring value for money – the economic, efficient and effective use of available resources.
- Affordability and sustainability – respecting agreed budgets and avoiding unaffordable longer-term commitments, taking a proportionate view and managing sustainable growth.
- Keeping proper financial records and accounts with assistance from finance manager.
- Managing opportunity and risk.

Internal accounting service

Delivering assurance through independent challenge. The finance manager is an external consultant, hired to complete the monthly reporting requirements of the Association. Additionally, the Association Board has appointed an external accountancy firm to provide an internal accounting & checking service along with annual statutory accounts to ensure that the Association's financial planning process is robust.

Review of regularity

The executive director, in their role will review the following documents every month to ensure the Association is working within the boundaries of regularity and propriety:

- Management accounts
- Value for money practice
  Anomalies in comparisons to budget and/or prior year

Annual Accounts

The company Association must prepare annual financial statements for the accounting period to 31st March. The accounts must be prepared in accordance with this handbook and UK GAAP Accounting Standards.
The accounts are prepared externally and are then submitted by 31st December for the previous FY to companies house.

Work undertaken during accounting period

The finance manager with assistance from the accounting officer (operations & membership manager) are responsible for the following tasks to be undertaken during the year to facilitate a smooth annual accounts process:

- Reviewing the structure of the trial balance
- Maintaining a fixed asset register
- Monthly depreciation charges
- Maintaining income and expenditure records
- Reviewing aged debtors for any provisions or adjustments required
- Control account reconciliations (bank, wages, debtors, creditors)

Work undertaken for the year end
The finance manager with assistance from the accounting officer (operations & membership manager) are responsible for the following tasks to be undertaken at the end of the year to facilitate a smooth annual accounts process:

- Prepayments of expenditure
- Year end accruals
- Deferred income adjustments
- Control account reconciliations
- Close down of purchase ledgers
- Close down of sales ledgers and aged debtors

Accounting System
All financial transactions of the Association must be recorded into Sage Accounts or any accounting system which is designated the financial accounting information system for the association, the computerised financial information accounting system. This system is operated by the finance department and consists of:

- Audit trails
- Master file for amendments/journals to payroll, the purchase ledger or sales ledger
- Management accounts summarising expenditure and income against budget

System access
Access to the system is restricted to authorised team members and external parties as authorised by the Executive Director and in line with the Association's IT security policy.
Annual reviews are carried out to ensure that access rights and levels of access are still relevant to the responsibilities of individual users. Access for staff who are no longer employed by the Association is removed when the staff member leaves.
The Association complies with the requirements of the data protection act.
Alterations to any original documents such as cheques, invoices, orders and other vouchers are made clearly in ink and initialled. The use of correcting fluid or the erasure of information is not acceptable.

Back-up procedure
The finance system used by the Association, Sage Accounts is owned by The Sage Group plc. The software is hosted by SAGE, which can be accessed the Association's finance staff remotely.
Backups are taken regularly and saved to the server internally.

Transaction processing
All transactions input to the accounting system must be authorised in accordance with the procedures specified in this manual.
Bank transactions are input by the operations & membership manager and reviewed by the finance manager.

Transaction Reports
The finance manager will review the following system reports to ensure that only regular transactions are posted to the accounting system:

- The bank audit trail & reconciliation reports

- Reports for the payroll, purchase ledger and sales ledger
- Management accounts summarising expenditure and income against budget figures

The accounting officer is responsible for ensuring the following reconciliations are performed each month and that any reconciling or balancing amounts are cleared:

- Sales ledger control account, included aged debtors
- Bank balance per the nominal ledger to the bank statement
- Purchase ledger control account

Any unusual or long outstanding reconciling items will be brought to the attention of the finance department and dealt with according to the bad debt limits in this manual.

Cash management

Bank Accounts

The following procedures must be followed when opening and operating a bank account:

- The board must authorise the opening of all bank accounts and signatories on each
- The board will ensure that in the event of changes to key personnel, signatories will be changed immediately, and the bank notified. Any online access to banking will also be removed
- Terms of arrangements, including cheque signatories or BACS authorisations and the operation of the accounts must be formally agreed and records maintained by finance.

Deposits

A cash deposit must be entered on a copy paying-in slip or listed in a supporting book with the amount of the deposit and a reference, for example the number of the invoice or name of the debtor.

Payments and Withdrawals

The Executive Director, Finance Manager, and Accounting Officer have authorised access to the Association's bank accounts. All transactions are processed by the Accounting Officer, with oversight and approval from the Executive Director as required.

All cheques and other instruments authorising withdrawal from Association bank accounts must bear the signature of a signatory as per bank mandate.

This provision applies to all Association accounts. Authorised signatories must not sign a cheque relating to goods or services for which they have also authorised the expenditure.

All payments in excess of 2,000 GBP must be reviewed and authorized by the Executive Director.

Administration

The accounting officer (operations and membership manager) ensures bank statements are received regularly and that reconciliations are performed regularly. Reconciliation procedures must ensure that:

- All bank accounts are reconciled
- Reconciliations are prepared by the finance department

- Reconciliations are subject to an independent monthly review carried out by the finance manager
- Adjustments arising are dealt with promptly.

Petty Cash
The Association does not operate a petty cash system.

Card Payments
Association credit cards are used only when it is not practical to use the bank payments system. All transactions will be charged to the appropriate accounts. Sales invoices and receipts are checked by the Finance manager/Operations and membership manager against the amounts entered and reconciled with the credit card statements.
Balances on Association credit cards are to be paid in full each month.
Any department wishing to make a purchase on credit card must complete a reconciliation form by 1st each month and pass this to the finance department for checking, authorisation and posting to the nominal ledger.

BACS Payments
On receipt of an invoice, where appropriate the budget holder approves the invoice either by email or physically signing the document.
BACS payments are entered by the operations and membership manager and future dated to allow time for them to be checked for accuracy by either the executive director or the finance manager.
BACS payments will be processed on a fortnightly basis. Exceptions will be made in respect of time sensitive payments, such as late or urgent supplier payments.

Reserves
Where funds are held in the Association, the finance manager is responsible for ensuring accurate recording of the income and expenditure, as well as ensuring the funds are recognised separately.
Reserves of the Association are, considered to be, funds that are deployed at the discretion of the executive leadership team with appropriate board approval, and within the company's scheme of delegation and levels of authority.
Any in year surpluses become part of the Association reserves.
Only in exceptional circumstances will reserves be used to support a short-term deficit. This must be approved by the Board.
The Board has deemed one year of operating expenses to be an adequate level of reserve to ensure financial stability.

Payroll
Payroll Administration
Operations and Membership Manager/HR maintains a list of staff employed by the Association and their current salaries, which is reviewed annually or when appropriate otherwise.
The Association uses the services of a payroll agent and the contract between the Association and the agent includes:
- The responsibilities of the Association and the payroll agent
- The responsibilities for making returns to HMRC and the dates by which these returns should be made
- Responsibilities for the control and accuracy of data
- Backup provisions

The payroll agent processes the staff payroll following the variance checks made by finance department. They do not process salary changes authorised by the person whose salary is changing. Payments are made as follows:

- Net payments to staff, by BACS, to team members
- HMRC payments by DD, setup by payroll agents
- Pension payments to NEST by DD, setup by payroll agents
- Other legally enforceable deductions (court orders) by the payroll agent to relevant recipient

All staff are paid monthly through the payroll provider.
The finance team will inform the payroll agent of any adjustments made for new appointments, resignations, pay increases etc.
The payroll system automatically calculates the deductions due from payroll to comply with the current tax and pensions legislation.

Salary advances
The Association does not award salary advances.

Income
The Association has responsibility for ensuring that all income due is properly accounted for. Day to day responsibility for this is delegated to the finance department.

Debt
The Association will take all reasonable steps to vigorously collect debts as part of its management of member funds control framework. The Association Board has determined that one month is an acceptable 'credit settlement period' before the debt recovery procedures apply.

Reporting of outstanding debt levels
The finance department will ensure that the level of outstanding debt is regularly monitored. Suitable records will be maintained to detail individual debts in order to gain assistance from other team members to chase the outstanding debts.

Debt recovery procedures
Where payment has not been received within the agreed timeframe, the following process will apply:

1. **Automated reminders via IBIA's CRM**

- **Email 1:** Sent on the invoice due date.
- **Email 2:** Sent 15 days after the due date.
- **Email 3:** Sent 30 days after the due date.
- **Email 4:** Sent 60 days after the due date.

2. **Manual follow-up**

- From 60 days past due, the outstanding debt will be pursued through direct phone calls and personalised emails.
- Manual follow-up efforts will continue for up to **12 months**.

3. **Suspension of membership**

- If no response or payment is received after the above steps, the debtor will be **removed from the membership database**, and all access privileges will be revoked.
- Access will only be reinstated once the outstanding debt is fully settled.

Purchasing

The Association must endeavour to achieve value for money on all purchases. As a member funded entity it is essential we follow the general principles of:

- Probity, it must be demonstratable that there is no corruption or private gain involved in the contractual relationships of the company
- Accountability, the Association is publicly accountable for its expenditure and the conduct of its affairs
- Fairness, that all those dealt with by the Association are dealt with on a fair and equitable basis.

Before making any commitments with suppliers, adequate budget must be in place and all purchases should be made in line with the levels of authority.

Trading with connected and related parties

Connected parties arise where one party has control or influence over the other, or where the parties are subject to common control. This includes parent companies and their subsidiaries, key management personnel including Association directors, their close family members and other entities in which these parties have a controlling interest. Accounting standards require transactions between related parties to be disclosed in Association financial statements as connected party transactions. Such transactions are permitted under company law provided that open and transparent procurement procedures have been followed and any potential conflicts of interest are adequately and appropriately managed.

Goods and services for private use

No goods ordered, or services provided to include any elements of private use by Board members or staff (Secretariat).

Insurance

The finance department reviews insurance arrangements annually. They ensure that the sums insured are commensurate with the risks and include cover for Association property when off the premises.

Staff must ensure all valuables are kept under lock and key when not being used in a supervised manner.

Gifts and Hospitality

In order to protect all individuals associated with the Association and the reputation of the company from accusations of bribery or corruption, all staff and board members, must take extreme care that none of their dealings, directly or indirectly, could be deemed as a reward or benefit, in line with the Prevention of Fraud and Bribery Act 2010. This act makes it a criminal offence to:

- Offer, promise or give a bribe
- Request, agree to or accept a bribe

- Fail to prevent bribery by those acting on its behalf ('associated persons') to obtain or retain business or a business advantage for the organisation. Under this Act, a bribe is 'a financial or other advantage' offered, promised or given to induce a person to perform a relevant function or activity improperly, or reward them for doing so.

Definitions

- A gift is any item or service, award, prize or any other benefit which is received free of charge; or personally offered at a discounted rate; or on terms not available to the general public; or which might be seen to compromise the personal judgement or integrity of the recipient.
- Hospitality is the offer of food, drink, accommodation or entertainment or the opportunity to attend any cultural or sporting event not available to the general public.

Dealing with gifts and hospitality

It is the expectation for staff (Secretariat) and Board members to exercise the utmost discretion in giving and accepting gifts and hospitality when on Association business. Particular care should be taken in respect of offers of gifts from a person or organisation that has, or is hoping to have, a contract with the Association. In any case of doubt advice must be sought from the executive director or the finance department.

Staff and board members must not make use of their official position to further their private interests or those of others. Additionally they must not accept gifts, hospitality or benefits of any kind from a third party where it might be perceived that their personal integrity is being compromised, or that the Association might be placed under an obligation.

Gifts of low intrinsic value such as promotional calendars or diaries, or small tokens of gratitude can be accepted. If there is any doubt as to whether the acceptance of such an item is appropriate, individuals should decline the gift or refer the matter to the relevant executive director.

Hospitality such as working lunches, coffees etc are perfectly acceptable where it is appropriate to offer or receive these in support of good relationships with visiting staff or business colleagues. Modest hospitality, provided it is reasonable in the circumstances should be similar to the scale of hospitality which the Association as an employer would be likely to offer.

If a member of staff or board member is offered a gift or hospitality whilst involved in the procurement of goods and services, tenders for work or when liaising with anyone conducting business with the Association (other than light refreshments) it is their responsibility to discuss this with the Association executive director immediately.
If not accepting a gift might be regarded as causing offence, such as a sudden and unexpected gift or one where refusal could cause cultural offence, the item should be accepted. The matter should then be brought to the attention of the executive director as soon as possible who may decide to return the gift or donate it to a charitable cause.

Examples of gifts or hospitality that should not be accepted are:

- Cash or monetary gifts
- Gifts or hospitality offers to a close family member
- Gifts or hospitality from a potential supplier or tenderer in the immediate period before tenders are invited or during the tender process
- Attendance at sporting and cultural events at the invitation of suppliers, potential suppliers or consultants. Where it is considered that there is a benefit to the Association in a member of staff of board member attending a sponsored event, the attendance must be formally approved and registered by the executive director

Giving gifts and hospitality

The Association will not normally give gifts to other individuals or organisations. If gifts are given, staff must ensure that the decision is fully documented in the relevant gifts and hospitality register and that it has regard to the propriety and regularity of the use of member funds.

Hospitality such as working lunches, coffees etc and modest hospitality in the form of meals etc are perfectly acceptable where it is appropriate to offer or receive these in support of good relationships with visiting staff or business colleagues.

Non-compliance

In the case where it is believed a member of staff or board member has not declared a gift or hospitality then a formal investigation will be instigated by the executive director. If misconduct if indicated, appropriate disciplinary actions may then follow.

Fraud

The Association does not tolerate fraud. Where instances of fraud are found the Executive Director will notify the Board and pursue any necessary legal recourse.

Leasing

Finance leases represent borrowing and are not allowed under the handbook. Operating leases and hiring/rental agreements are permissible under the handbook.

No leased item is disposed of without the express permission of the leasing company. This includes sale, part exchange, scrapping, writing-off, donating, re-leasing, subletting or any other form of disposal.

VAT

The finance manager is responsible for submitting the VAT 100 form quarterly and ensures compliance with HMRC for claiming correct levels of VAT including annual calculations in respect of partial exemption.

Fixed Assets

Asset Register

The Association includes details of all assets with a cost greater than £100 value, in the asset register. The register records:

- Expected useful economic life
- Depreciation
- Current net book value

- Asset description, date of acquisition, asset cost, supplier details

The fixed asset register is reviewed annually to ensure depreciation calculations are correct. A sample of physical assets versus those on the fixed asset register is tested on an annual basis as part of the year end checks.
Examples of items to include on the asset register include:

- IT hardware and AV equipment
- Office equipment – fax machines, shredders, printers
- Furniture
- Premises equipment, such as additional monitors or desks/chairs needed for a safe and comfortable working from home environment

Disposals
Disposals, where applicable, are in line with the company's handbook and levels of authority.

Review and Amendments

- This policy will be reviewed and updated as necessary.
- Changes to the policy will be communicated to all team members promptly.

9.2 Expenses and Reimbursements

Purpose
This expense policy provides guidelines and procedures for the reimbursement of business-related expenses incurred by team members. The goal is to ensure that team members have a clear understanding of allowable expenses, the approval process, and documentation requirements. The policy ensures that staff act reasonably when incurring expenses and achieve value for money.

Scope
This policy applies to all members of staff who work under a contract of employment, those employed under a service agreement, and consultants who incur expenses on behalf of IBIA.

General Guidelines

- Expenses must be reasonable, necessary, and directly related to the conduct of IBIA's business.
- Team members are expected to spend IBIA's money as carefully as they would their own.
- All expense claims must be submitted at the earliest possible time, within 30 days of being incurred.
- Detailed receipts and explanations must be provided for all expenses, failure to do so will mean these costs cannot be reimbursed.

Travel Expenses
Team members are expected to use the most economical and environmentally sustainable mode of transportation available, considering cost, time, and operational efficiency.

Air travel should be booked in economy class by default unless otherwise agreed in writing or stated in the employee's contract.
Personal vehicle use is reimbursable at the standard mileage rate applicable in the country of travel, subject to the vehicle being insured for business use.

Business Meals and Entertainment

- Expenses for business meals and entertainment must be directly related to the active conduct of business. The names of attendees and the business purpose of the meal must be documented.
- The Association will not reimburse for extravagant or excessive expenses.

Office Supplies and Equipment

- All office supply purchases over £250 require prior approval
- All equipment purchases over £500 require prior approval.

Mobile Phones

- Team members who are required to use their personal cell phones for business purposes may be eligible for a monthly stipend or reimbursement. Approval must be obtained from the Executive Director.
- Team members who use their personal phones for business use can expense the cost of their monthly line rental and call charges subject to fair use. Any data or call roaming charges when out of the home country of residence which relate to a personal trip will not be reimbursed by the Association and require prior approval.

Approval Process

- All expenses require approval from the employee's direct manager.
- Managers must ensure that expenses comply with this policy and are within the budget.

Submission of Credit Card Expense Reports

- Credit Card expense reports must be submitted using the Association's expense reporting system.
- Detailed receipts must be attached for all expenses. Credit card statements or payments slips alone are not sufficient – the full receipt/invoice is required clearly detailing the expense, quantities and any VAT/Sales tax.
- Credit card expense reports should be submitted monthly by 1st (recommended and expected by 24th) to ensure timely approvals prior to insertion into the Association's management accounts.
- Any expenses charged to the company credit card which relate to personal spend and/or do not have an accompanying valid invoice/receipt (as per details above) will be reimbursed to the Association from the employee.

Non-Reimbursable Expenses

- Personal expenses
- Traffic fines or parking tickets
- Lost or stolen items
- Late payment fees
- Expenses that lack proper documentation

Policy Violations

- Team members who violate this policy may be subject to disciplinary action, up to and including termination of employment.
- Repeated or intentional violations may result in additional consequences, including the repayment of reimbursed expenses.

Failure to comply with this policy may result in non-reimbursement of expenses.

10. Travel Policy

At IBIA, we take our Corporate Social Responsibility (CSR) seriously. We recognise that our business operations and processes may have social, economic, and environmental impacts beyond the workplace. We are committed to operating responsibly and believe that the way we conduct our business can and should make a positive difference. One way we contribute to this is through a travel policy that promotes sustainability and aims to reduce our carbon footprint.

General Principles

We acknowledge that business travel, including meeting with members and attending industry events, is often essential to building and maintaining meaningful relationships. However, all travel arrangements should balance necessity, cost-effectiveness, environmental consideration, and staff wellbeing.

This policy applies to all IBIA staff undertaking travel on behalf of the organisation — including full-time employees, part-time staff and contractors. It aims to ensure that any travel is conducted in a cost-effective, safe, and organised manner, while giving flexibility befitting a small, distributed team. The aims are to:

- provide clarity on when travel is appropriate and how it should be booked.
- encourage prudent use of resources.
- support fairness and transparency.
- ensure consistency across a geographically distributed team.
- maintain a duty of care when travelling internationally or cross-border.

What Travel is Covered

Eligible travel includes:

- Client meetings or business-related meetings.
- Team coordination meetings.
- Conferences, training events, or industry events relevant to IBIA's work.
- Occasional in-person collaboration / team-building events (if agreed).

Travel not covered (unless discussed and approved) includes purely personal travel or travel that would equate to a usual "commute" (i.e. between home and regularly assigned place of work).

Transportation
Team members are expected to use the most economical and environmentally sustainable mode of transportation available, considering cost, time, and operational efficiency.
All business travel must be pre-approved by a designated approver (e.g. a team manager or the Executive Director where appropriate) before booking.
Air travel should be booked in economy class by default unless otherwise agreed in writing or stated in the employee's contract.

Any loyalty schemes, frequent flyer programmes, or personal benefits will not influence the selection of transport or accommodation options.

Personal vehicle use is reimbursable at the standard mileage rate applicable in the country of travel, subject to the vehicle being insured for business use.

Flights and Travel Class
Economy class is the standard and default travel class for all business-related air travel at IBIA. Any deviation from this standard requires prior approval.
In exceptional cases, and only where justified by the length of travel and operational necessity, the following may serve as the maximum allowable exceptions to the standard economy class policy:

- For flights between 5 and 8 hours: premium economy may be considered (business class only if premium economy is not available)
- For flights over 8 hours: business class may be considered

Approval for these exceptions is not automatic and must be obtained in writing in advance of booking. Any arrangements outside the standard economy travel policy without such approval will not be eligible for reimbursement.

Where possible, staff should book through the same platform or tool (if one is agreed), to facilitate oversight and simplify reimbursement / record-keeping.
When travel is approved:

- IBIA will reimburse actual, reasonable, business-related expenses, up to the limits or standards agreed at the time of approval. Always aim for "best value for money."
- Reimbursement requires original receipts (or acceptable digital scans) and a brief note of the purpose of travel and dates.

Accommodation
Overnight accommodation will be arranged upon request where a business trip requires it. Hotels should be booked based on proximity to the place of business (e.g., meeting venue, event, or client location) and on cost-efficiency. Only business-class hotels (3 or 4-star rated) are acceptable under standard policy.

Bookings at 5-star require prior written approval. The Association will not reimburse for personal upgrades or accommodations outside the stated policy unless explicitly agreed in writing.

Meals and Incidentals
Team members will be reimbursed for meals incurred during business travel in line with the following:

- A daily meal limit of £80 applies. Alcoholic beverages are not reimbursable.
- Receipts or valid invoices must be submitted for all meals and room service to qualify for reimbursement.
- A daily allowance of £20 is permitted for incidental expenses such as tips and laundry. All claims must be submitted through the Association's standard expense reimbursement procedure.

Prior Approvals and Compliance
Any travel-related arrangements or expenses outside the scope of this policy, including but not limited to:

- Seat selection or upgrades
- Extra luggage charges
- Luxury accommodation
- Higher travel class than policy permits must receive prior approval or be clearly stated within the employee's signed employment contract.

Adding personal days on the beginning or the end of the business trip:

- If the cost of the flights for the extended trip is more expensive than the actual business trip flights the employee should pay the difference.
- Any additional costs incurred on extended trips are to be billed to the individual not the organisation.

Discretionary Lieu (Time Off in Lieu) Option
Because IBIA is a small, flexible team:

- Where travel imposes extra burden (e.g. long journeys, overnight stays, multiple legs), staff ***may*** be offered Lieu Days (time off in lieu) as a discretionary gesture, not as a contractual right.
- Lieu Days must be agreed in advance when travel is approved. The number of days granted should reflect the duration and difficulty of the trip (e.g. overnight flights, travel time, time zone changes).
- Lieu Days are not automatic and are granted at the discretion of the approver (or team manager). They should not be treated as a benefit — they are available to any staff member whose travel is reasonably disruptive, excluding managers.

Responsibilities & Conduct

- Travellers must ensure they comply with any visa, immigration, insurance, or health requirements applicable for international travel.
- Travellers should endeavour to book as early as possible to reduce costs and aim for reasonable scheduling (e.g. not unnecessarily long layovers or multi-stop detours).
- For team events or multiple-team travel: whoever initiates the trip should communicate with the approver to organise bookings, approvals, and any associated reimbursements or lieu-day arrangements.
- All claims should be submitted within a reasonable timeframe after travel.

- If the IBIA company credit card is used, expenses must be submitted by the 24th of the same month.

11. Health and Safety

We attach great importance to health, safety, and welfare of the Secretariat, Board and members.

Secretariat team members and members must ensure that they understand and follow our Health and Safety policy. IBIA will provide and maintain working conditions and equipment for all our team, suppliers, members and visitors that are safe, healthy and comply with statutory requirements and codes of practice.

It is our policy to ensure, so far as we can, the health, safety, and welfare of all team members and anyone else who may be affected by our work activities.

There are specific hazards particular to our business:

- Many of our team work at home as lone workers.
- Many of our team travel worldwide, often visiting countries foreign to them.
- Our team organise and run large events that many members attend together.

Whilst risks to health and safety and challenges to welfare are not huge, they are not minimal, and hence must be managed.

Please do not be complacent about safety. Accidents can happen anywhere, but most can be avoided by using a little common sense and by taking care.

The success of our health & safety policy relies on the full co-operation of all team members. We welcome feedback from anyone who believes there is an issue that may need to be addressed. We will regularly review our health and safety policy to account for any significant changes in our operations.

Please also refer to our Health & Safety Policy.

If a team member wishes to discuss this further, they should speak to their manager.

11.1 Workplace Safety

Everyone has responsibility for health and safety.

Our Health and Safety Policy documents the high-level responsibilities of the Executive Director, and team. This section of the handbook describes our arrangement for health and safety at work.

Team members should familiarise themselves with our Health and Safety Policy.

General Health and Safety Rules:

- Team members should always use tidy and systematic working methods which will ensure jobs are done safely and efficiently.

- When on a member's site, all waste must be removed and recycled or disposed of unless otherwise agreed with the member.
- Take particular care when travelling alone. Team members should always leave word of their plans with their manager and / or Operations Coordinator and / or Executive Director. Team members should always use registered public transport.
- All confidential papers must be shredded before discarding. Any paper that can identify team members, members or IBIA as an organisation should be regarded as confidential.
- Do not leave things lying on the floor or standing in or protruding into walkways.
- Take care when carrying liquids. If something is spilled on the floor, ensure it is cleaned up immediately.
- Ensure wires don't trail across the floor and in walkways.
- Never reach over or climb on equipment.
- Always use the proper equipment for the tasks being done.
- Ensure that hands-free equipment/Bluetooth is used for phones whilst driving or observing tasks and colleagues. Please do not text or read emails whilst operating vehicles and always observe local laws and regulations.

11.2 Emergency Procedures – Cyber security

This policy applies to all our team members, contractors, volunteers and anyone who has permanent or temporary access to our systems and hardware.

Confidential data

Confidential data is secret and valuable. Common examples are:

- Unpublished financial information
- Data of members/partners/vendors
- Patents, formulas or new technologies
- Member lists (existing and prospective)

All team members are obliged to protect this data. In this policy, we will give our team members instructions on how to avoid security breaches.

Protect personal and company devices

When team members use their digital devices to access emails or accounts, they introduce security risk to our data. We advise our team members to keep both their personal and company-issued computer, tablet and cell phone secure. This can be done by:

- Keeping all devices password protected.
- Choosing and upgrading a complete antivirus software.
- Ensuring that they do not leave their devices exposed or unattended.
- Install security updates of browsers and systems monthly or as soon as updates are available.
- Log into company accounts and systems through secure and private networks only.

We also advise our team members to avoid accessing internal systems and accounts from other people's devices or lending their own devices to others.

When company-issued equipment is received, instructions will be provided in relation to:

- email setup
- Password management setup
- Installation of antivirus/ anti-malware software

Team members should follow instructions to protect their devices and refer to our IT Support Provider, Netserve should questions arise.

Keep emails safe

Emails often host scams and malicious software (e.g. worms.) To avoid virus infection or data theft, we ask team members to:

- Avoid opening attachments and clicking on links when the content is not adequately explained (e.g. "watch this video, it's amazing.")
- Be suspicious of clickbait titles (e.g. offering prizes, advice.)
- Check email and names of people they received a message from to ensure they are legitimate.
- Look for inconsistencies or give-aways (e.g. grammar mistakes, capital letters, excessive number of exclamation marks.)

If it is not obvious that an email received is safe, team members can refer to our IT Support Provider, Netserve

Manage passwords properly

Password leaks are dangerous since they can compromise our entire infrastructure. Not only should passwords be secure so they won't be easily hacked, but they should also remain secret. For this reason, we advise our team members to:

- Choose passwords with at least eight characters (including capital and lower-case letters, numbers and symbols) and avoid information that can be easily guessed (e.g. birthdays.)
- Remember passwords instead of writing them down. Anything that is written down should remain confidential and destroyed once the work is done.
- Passwords should be changed every two months.

Remembering many passwords can be daunting. The services of a password management tools which generate, and stores passwords is useful. Team members are obliged to create a secure password for the tool itself, following the abovementioned advice.

Transfer data securely

Transferring data introduces security risk. Team members must:

- Avoid transferring sensitive data (e.g. customer information, team member records) to other devices or accounts unless absolutely necessary. When mass transfer of such data is needed, we request team members to ask our IT Support Provider, Netserve for help.
- Share confidential data over the association network/system and not over public Wi-Fi or private connection.
- Ensure that the recipients of the data are properly authorized people or organizations and have adequate security policies.
- Report scams, privacy breaches and hacking attempts

Our IT Support Provider, Netserve need to know about scams, breaches and malware so they can better protect our infrastructure. For this reason, we advise our team members to report perceived attacks, suspicious emails or phishing attempts as soon as possible to our specialists. Our IT Support Provider, Netserve, must investigate promptly, resolve the issue and send a companywide alert when necessary.
Our IT Support Provider, Netserve are responsible for advising team members on how to detect scam emails. We encourage our team members to reach out to them with any questions or concerns.

Additional measures
To reduce the likelihood of security breaches, we also instruct our team members to:

- Report stolen or damaged equipment as soon as possible to Operations Manager or IT Support Provider, Netserve.
- Change all account passwords at once when a device is stolen.
- Report a perceived threat or possible security weakness in company systems.
- Refrain from downloading suspicious, unauthorized or illegal software on their company equipment.
- Avoid accessing suspicious websites.

We also expect our team members to comply with our social media and internet usage policy.

Our IT Support Provider, Netserve should:

- Install firewalls, anti-malware software and access authentication systems.
- Arrange for security training to all team members.
- Inform team members regularly about new scam emails or viruses and ways to combat them.
- Investigate security breaches thoroughly.

Our association will have all physical and digital shields to protect information.

Disciplinary Action
We expect all our team members to always follow this policy and those who cause security breaches may face disciplinary action:

- First-time, unintentional, small-scale security breach: We may issue a verbal warning and train the team member on security.
- Intentional, repeated or large-scale breaches (which cause severe financial or other damage): We will invoke more severe disciplinary action up to and including termination.
  We will examine each incident on a case-by-case basis.

Additionally, team members who are observed to disregard our security instructions will face progressive discipline, even if their behaviour hasn't resulted in a security breach.

Take security seriously
Everyone, from our customers and partners to our team members and contractors, should feel that their data is safe. The only way to gain their trust is

to proactively protect our systems and databases. We can all contribute to this by being vigilant and keeping cyber security top of mind.

All individuals are expected to exercise discretion and ensure that internal discussions, documents, or sensitive information are not disclosed to third parties, whether intentionally or inadvertently. – How about the above?

11.3 Health and Wellbeing

We have a legal duty of care to our team. This means we will comply and enforce health and safety legislation as well as work hard to create a work environment in which our team feel safe and comfortable. We also acknowledge that we have obligations under the Equality Act 2010 to make reasonable adjustments for team members who need it.

Our expectation is that we create an environment in which our team members feel capable of approaching their manager to discuss their wellbeing, and that they will remain open minded.

Managers are encouraged to listen to any wellbeing concerns and will help the team member to explore the support available. This may include an Occupational Health referral so we can understand any reasonable adjustments needed.

Conversations will be treated sensitively and confidentially.
Wellbeing is defined as good mental, physical, emotional, and financial health.

We recognise that team members may experience some challenging times in their lives, and it may feel difficult to talk about these issues and ask for help. By bringing attention to some of these issues and highlighting the resources available, we encourage all team members to seek help when its needed.

We aim to normalise conversations about wellbeing concerns at work and break down any stigma.

11.3.1 Sickness and Absence Procedure

Introduction

The association aims to secure the attendance of all team members throughout the working week. However, it recognises that a certain level of absence may be necessary due to sickness. This policy and procedure will assist team members and their managers to ensure that sickness absence is managed to acceptable levels within the association.

Team members are entitled to both paid sick leave and paid medical leave if they have worked for at least 3 months, following a successful probation, with IBIA.

Notification

Team members must notify their supervisor and the HR representative, SYLO| Beyond HR of their illness as soon as possible, preferably before the start of their workday. Notification can be made via phone, email, or the association's

internal messaging system. If unable to report for work, team members are required to inform IBIA within 48 hours. Team members could submit medical papers/records upon their return to work. Failure to inform, or informing a colleague may result in disciplinary action being taken and/or the withholding of Organisation sick pay.

This will be recorded on Breathe, by the relevant manager / HR representative, from day 1, confirming the period of sickness, the cause, and signed off by the Operations Manager.

For sick leave of 7 consecutive days or more, a medical certificate must be provided. The certificate should include the diagnosis, the expected duration of the illness, and any recommended work restrictions. This ensures that eligible team members receive any entitlement to government sick pay from the qualifying period of continuous sickness up to the date sickness ends.

IBIA Sick Pay

Team members are entitled to 10 days of paid sick leave per rolling 12-month period. Unused sick leave cannot be carried over to the following year. For long-term illnesses, the period of paid sick leave may be extended at the Executive Director's discretion. Should the team member be on sick leave for an extended period of time, their role will be kept available for them for up to 6 months, operational requirements permitted.

The Association offers additional paid medical leave. Paid medical leave is intended to cover the period that a specialist doctor deems that a team member requires medical care, i.e.:

- When the team member is either a day patient or hospitalised.
- When the team member is not hospitalised but requires bed rest (e.g. pregnancy-related complications).
- When the team member requires rest or further medical treatment for their condition after discharge from the hospital to recover.

There may also be other specific circumstances such as Quarantine Orders as required by law which would qualify team members for medical leave.

Paid medical leave is not an extension of paid sick leave.

The Association offers additional paid medical leave, e.g., If a team member is absent as a result of illness or injury and they have completed the qualification period and certification requirements they are entitled to IBIA medical leave pay depending on the length of service as follows:

Length of service basis	Duration of **medical leave pay** on a 12-month rolling
Under 3 months	No entitlement - Government benefit only
3 months to 3 years	1-month full pay then Government benefit
Over 3 years	1-month full pay + 1-month ½ pay then Government benefit
Over 10 years	2 months full pay then Government benefit

The association operates an IBIA sick / medical leave pay scheme which may be changed or withdrawn by the association on 30 days' written notice. Decisions made regarding an individual's eligibility for IBIA sick pay are at the executive directors' discretion. Payment of further sick pay is entirely at the Associations' discretion.

The Association is committed to promoting an environment that supports the health and wellbeing of our team members and may in the event of repeated absences over a short-term period or for a period of long-term absence may require the team member to attend a medical examination(s) by a doctor nominated by the Association. IBIA will request that any report produced in connection with such an examination be disclosed to the Association, who may wish to discuss the contents of the report with the relevant doctor. The team member has the right to view this report prior to it being shared with the Association.

Any sick pay received over and above the Government benefit is entirely at the discretion of the Association and will be deemed to include any benefits recoverable by the team member (whether or not recovered) in respect of the sickness or injury.

Pre-booked annual leave and sickness
Should a team member fall sick during a pre-booked period of annual leave, then they may ask for the annual leave period to be re-arranged. Should this arise, the team member will need to provide some form of medical proof of their sickness, such as a doctor's note. Where the annual leave is re-arranged, the original period will be treated as sick leave and be paid in accordance with the sick pay entitlements. Should this sickness absence lead to absence levels triggering the next stage in the above-mentioned procedure, then it will be dealt with accordingly.

Legal Compliance:
The Association adheres to all local employment laws regarding sick leave, where it is applicable to IBIA team members and the benefit is higher than this policy Team members will not face discrimination or retaliation for taking sick leave. All medical information will be kept confidential.
For detailed information, always refer to the specific policies of the organisation or local employment regulations.

Privacy: Employers should respect the privacy of team members' medical information and only request necessary documentation.

Team members will not be entitled to receive IBIA sick pay if:

1. They have not complied with the relevant statutory and Association rules regarding the provision of evidence of illness or they have not followed the correct notification of absence and reporting procedure;
2. They have an illness or injury which has been caused by or occurs as a result of, taking up alternative work or employment;
3. It is found that they have misrepresented their state of health or in any way abused the sickness scheme;
4. They behave in a manner likely to hinder their recovery;
5. In the opinion of a doctor nominated by the Organisation they are well enough to work;
6. In the event of absence due to an accident or other causes which leads to a claim against any party then all sick pay shall be treated as a loan repayable on the successful conclusion of the claim.

Doctor / dentist appointments

Where possible these need to be made outside working hours. We appreciate that this may not be possible, so any doctor / dentist appointment that takes up to 2 hours away from work, the time may be made up that same day. If it is anything over 2 hours, it needs to be booked as sick leave or normal leave.

12. Diversity, Equity, and Inclusion

We believe that our strength comes from a combination of our shared goals and values and those things that make each of us different. We celebrate the rich diversity of our clients and our team, and we're committed to creating a workplace that maximises the potential of our people, where everyone is valued and feels empowered to contribute.

Everyone has the right to be treated with respect and dignity and work in an environment free from harassment or any other type of unwanted behaviour. We have a zero-tolerance attitude to bullying, harassment, discrimination or victimisation of any kind.

We all have a personal responsibility to ensure that we treat others as we would like to be treated and that our actions and interactions reflect our commitment to diversity and inclusion. However, we know that even in the best workplaces people may have concerns they want to raise, and we'll make sure we listen to these and work with the team member to resolve them wherever we can. Where the team member feels comfortable to do so, then it's always a good idea to talk to a member of the management team or a trusted colleague to try and resolve any concerns they have informally.

If this doesn't work or it's something more serious then the team member can raise a formal grievance. This can be initiated by emailing the management

team. If the team member does raise a grievance, it will be treated seriously and be investigated independently.

12.1 Equal Opportunity Employment

We are an equal opportunity employer.

We are committed to being a successful, caring and welcoming place for all team members. We want to create a supportive and inclusive environment where our team can reach their full potential, without prejudice and discrimination. We are committed to a culture where respect and understanding is fostered, and the diversity of people's backgrounds and circumstances will be positively valued.

Equality of opportunity, valuing diversity and compliance with the law is to the benefit of all individuals in our Association as it seeks to develop the skills and abilities of its people. While specific responsibility for eliminating discrimination and providing equality of opportunity lies with managers and supervisors, individuals at all levels have a responsibility to treat others with dignity and respect.

Through policy and procedure and the training and development of managers and team members, we will do all we can to promote good practice in this area to eliminate discrimination and harassment as far as possible. We will also continue to work towards its dedicated goal of encouraging and promoting equality and diversity within the workforce.

The policy aims to achieve equality by removing any potential discrimination in the way that our team is treated by fellow team members or the Association, including:

- people with disabilities
- people of different sexual orientations
- transgendered and transsexual people
- people of different races
- people on the grounds of their sex
- those of faith and of no faith
- people from different countries
- in relation to their age
- in relation to their social class or medical condition
- people who work part-time
- those who are married or in a civil partnership
- women who are pregnant, have recently given birth or are breastfeeding.

Discrimination can be either direct or indirect discrimination. Some of the above are protected characteristics under the Equality Act 2010 and discrimination is prohibited, unless there is a legal exception under the Equality Act.

13. Grievance and Conflict Resolution

13.1 Reporting Procedures

A grievance procedure has been designed to allow a team member to raise work-related issues with management. Some examples that may give rise to the wish to raise a grievance include issues related to their work, colleagues, members or action that management takes that affects the team member.

This procedure is non-contractual but has been designed to ensure that work-based issues can be quickly dealt with, and where possible solved at an informal stage.

This procedure is based on the law in the United Kingdom. We will operate this procedure at least and will comply with local legislation in the country in which the member of staff ordinarily works.

Only team members with appropriate management training, as approved by the Executive Director, will be eligible to hear a grievance.

If a team member wishes to discuss a grievance, they should, in the first instance, raise the matter with our HR representative at SYLO|BeyondHR. If an immediate answer can't be given a date will be agreed for the response; this should normally be within two working days of the discussions. Our HR representative will keep notes related to this informal meeting, and the outcome.

Most matters can be resolved quickly by following this route. If, however, the matter remains unresolved the team member should then invoke the formal grievance procedure, as outlined below.

Stage 1: Grievance Hearing
Where issues remain unresolved after the informal meeting the team member should advise our HR Representative that they wish to invoke the formal procedure. The team member should then make their request in writing outlining the problems.

A meeting will be set up between the team member and their manager, or the Executive Director, where possible within five days of receipt of the initial letter. The team member has the right to be accompanied by a colleague or trade union representative at this meeting.

At this meeting all issues will be discussed in order to make sure everyone has a full understanding of the problem. If an immediate answer cannot be given a date will be agreed for a written response. We will do our best to reply within five working days. If it's not possible to respond within five days, the reason for the delay will be explained and advised when to expect a response. The team member will also be told how to appeal if they are not happy that the problem has been dealt with.

Stage 2: Appeal
Where the matter cannot be resolved at Stage 1, the team member should raise their grievance in writing to the person noted in the letter received at the end of Stage 1. The appeal meeting will be held, where possible, within five working days of receipt of the appeal letter. The team member has the right to be accompanied by a colleague or trade union representative at this meeting.

The team member will be able to present their case for appeal at a meeting and they should be given a decision on the grievance within five working days. If it is not possible to respond within the specified time period, they will be given an explanation and told when a response can be expected.

This is the final stage of the procedure and this decision is final.

If the team member has a grievance with the Executive Director, they should contact our HR Representative at SYLO|BeyondHR directly. Preliminary discussions will then take place with an appointed person to resolve the issue. If an acceptable resolution is not found, the team member should write to the appointed person (with whom they had the discussions) putting their case formally. Stage 1 of the procedure will then be implemented.

We reserve the right to ask an external consultant to hear the grievance if this is the best course of action to ensure a fair hearing.

Records will be kept detailing the nature of the grievance raised, the response given, and any action taken and the reasons for it. These records will be kept confidential and will be held in line with the UK Data Protection Act. Copies of any meeting records will be given to the person raising the grievance, although, in certain circumstances, some information may be withheld - for example, to protect a witness.

13.2 Investigation Process

Any concerns or grievance matters that are raised will be fully investigated to ensure that a reasonable and fair outcome is achieved.

13.3 Dispute Resolution

Dispute resolution is the process of resolving a dispute or conflict between different parties. Crucially, dispute resolution can be a way of solving a conflict without having to go to court. It is important that we are aware of and use methods that help resolve any conflicts effectively and informally where possible. Communication is key and we may involve a mediator in these situations.

14. Whistleblower Protection

We seek to always conduct our business honestly and with integrity. It is our policy to ensure that at every level of management our business is conducted in such a way as to comply with all legal requirements that govern our activities.

It is important to all directors that any fraud, misconduct or wrongdoing by managers, team members, suppliers, or members is reported and properly dealt with. All team members are responsible for raising any concerns they might have about malpractice within the workplace. We therefore encourage all team members to raise any concerns that they may have about the conduct of others in the business or the way in which the business is run. This Policy is non-contractual, but it sets out the way in which team members may raise their concerns and how those concerns will be dealt with by us.

The UK Public Interest Disclosure Act 1998 gives protection to staff and suppliers who make a qualifying disclosure when they reasonably believe it is in the public interest for them to do so.

A Whistle Blower is someone who discloses information to IBIA or to the relevant authorities which relates to some danger, fraud or other illegal or unethical conduct in the workplace.

The law recognises that Whistle Blowing occurs and it protects team members who are Whistle Blowers from suffering detrimental treatment or from being unfairly dismissed as a result. To be protected by the legislation a Whistle Blower must fall within the stringent legal rules. Anyone who does not act in good faith will not be protected.

14.1 Reporting Concerns

The UK Public Interest Disclosure Act 1998 protects Whistle Blowers from suffering detriment in employment and makes dismissal for having made certain disclosures automatically unfair. There is no qualifying period of employment for this protection.

Team members who raise legitimate concerns about specified matters are protected under the Act. The specified matters are called "qualifying disclosures". A qualifying disclosure is one made in good faith by a team member who has a reasonable belief that:

- A criminal offence has been committed, is being committed, or is likely to be committed;
- A person has failed, is failing, or is likely to fail to comply with a legal obligation;
- A miscarriage of justice has occurred, is occurring, or is likely to occur;
- The health and safety of any individual has been, is being or is likely to be endangered;
- The environment has been, is being or is likely to be damaged; or
- Information tending to show any matter falling within any one of the above categories has been, is being, or is likely to be deliberately concealed.

It is not necessary for the team member to have proof that such an act is being, has been or is likely to be committed – a reasonable belief is sufficient, even if that belief later turns out to be wrong. Team members have no responsibility for investigating the matter. It is our responsibility to ensure that an appropriate investigation takes place.

14.2 Confidentiality

We always endeavour to keep our team members safe and where possible we will ensure that any disclosure is kept confidential.

14.3 Non-retaliation

We believe we have a duty to take appropriate measures to identify unlawful situations and to attempt to remedy them. By encouraging a culture of openness

and accountability, we believe we can help prevent such situations occurring. There is no reason for any team member to believe that he or she will suffer a detriment for speaking up if they believe that something is wrong or that if we are alerted to it, we will conceal or destroy evidence.

Team members should be aware of the importance of eliminating fraud or wrongdoing at work. They should report anything they become aware of that is illegal.

Team members will not be victimised, subjected to a detriment, or dismissed for raising a genuinely held concern in good faith, even if their disclosure is not upheld.

Team members who victimise or retaliate against those who have raised concerns under this Policy will be subject to disciplinary action.

If an investigation concludes that a disclosure has been made maliciously, vexatiously, in bad faith or with a view to personal gain, the Whistle Blower will be subject to disciplinary action.

Covering up someone else's wrongdoing is a disciplinary offence. A team member should never agree to remain silent about a wrongdoing, even if told to do so by a person in authority such as a manager. They should report the matter to the Executive Director or the HR Representative SYLO|BeyondHR. If it is not possible to report the matter to the Executive Director, then it should be reported to another director.

15. Termination Policies

15.1 Termination of Employment

There may come a time when a team member wishes to move on from IBIA to the next part of their career journey. When that time comes, we firstly suggest that they initially discuss this with their manager.

The notice should be submitted in writing, be dated, and sent to the relevant manager or the Executive Director. The team member is required to give and are entitled to receive notice in line with the terms of their contract. The standard notice period that should be provided by either party is two months.

We reserve the right at our absolute discretion to request the team member to perform only such duties as we allocate or we can request the team member not to perform any of their duties.

15.2 Exit Interviews

We ask where possible all team members to complete an exit interview as this is an opportunity for the team member to discuss their reasons for leaving, their views of the Association, and their role. Feedback is really important to us so we can learn from the experience and continue to improve for the future. Any information provided during the Exit Interview will be treated with the strictest confidence. Any member exit interviews will be conducted by either the Membership Manager or the Executive Director. Team member's exit interviews will be conducted by our HR representative, SYLO | Beyond HR.

15.3 Return of Property

When the contract with us ends, team members should please ensure that all property and information, including but not limited to tools, files, keys, mobile telephone, portable computer and other IT equipment, which belong to us are returned to their manager on their last working day. We will not release final payments until all items are received and accounted for.

If there is anything that has been acquired during the course of the team member's time with IBIA, please ensure that it is returned to the relevant manager or directly to the Executive Director.

16. Amendments and Updates

16.1 Process for Policy Changes

Any amendments or updates to Legislative changes will be confirmed to all team members when they arise. IBIA will work together with our HR representative, SYLO|BeyondHR, to ensure that these are communicated effectively and efficiently.

16.2 Communication of Updates

IBIA and the Executive Director will ensure that all team members are informed, providing transparency and clarity to the team. It is in our interests that team members are included and informed of anything that can impact their daily tasks and working environment.

17. Appendices

Appendix 1: Money Laundering and Fraud Policy

Purpose
Money laundering is where the proceeds of crime are changed so that they appear to come from a legitimate source. It is possible that IBIA and its activities could be used to launder money. Money laundering also covers minor crime like tax evasion and breach of regulations.

Whilst this policy is non-contractual, its purpose of this policy is to ensure that we prevent criminal activity by preventing money laundering.

We are committed to the prevention, detection and reporting of any instances of actual or suspected money laundering.

All staff must be vigilant for the signs of money laundering.

Scope
All team members

This policy and any associated procedure are based on the law in the United Kingdom. We will operate this policy at least and will comply with local legislation in the country in which the member of staff ordinarily works.

Definitions
Money laundering - a process by which illegally acquired cash is moved into and out of firms so that it appears to be from a legitimate source.

Money Laundering Reporting Officer (MLRO) - the person whom the team member should tell about money laundering or suspected money laundering is the Executive Director as MLRO.

Operating the Policy
Money laundering offences include the following:

- Hiding, disguising, converting or transferring criminal money or property.
- Getting, keeping and then giving criminal money or property to others.
- Getting, using or keeping criminal money or property for the team member's own use.

There are also two other offences:

- Failure to tell appropriate authorities if the team member knows about any of the three primary offences above.
- "Tipping off" someone who might be laundering money so that they might avoid prosecution.

Making a Disclosure
Anyone who suspects money laundering must report his or her suspicions promptly to the MLRO.

The team member must then do as they are told by the MLRO. They must not make any enquiries themself. They must not do anything further unless authorised by the MLRO.

They must not tell anyone else about their suspicions and they must not discuss the matter with others. The team member must not say anything to the person suspected of money laundering.

The Role of the MLRO
The MLRO must promptly evaluate any report, to determine whether it should be reported to the UK National Crime Agency (NCA). The MLRO must keep good records of all considerations and communications.

If the MLRO decides there is a potential case of money laundering, they must then promptly report the matter to the NCA on their standard form and following NCA procedures. If they decide not to report the matter to the NCA then they must document the matter fully and file all documents on the matter in a safe place. They must then let the person who reported the potential money laundering that they have investigated and that they have decided that there is no case to report.

The MLRO will commit a criminal offence if they know or suspect that someone is engaged in money laundering and they do not disclose this as soon as practicable to the NCA.

Proceeds of Crime
The UK Proceeds of Crime Act 2002 (POCA) defines criminal property as property which constitutes a person's benefit from criminal conduct or represents such a benefit, in whole or in part, whether directly or indirectly, and the alleged offender knows or suspects it constitutes or represents such a benefit.

Criminal conduct is any conduct that constitutes an offence in any part of the United Kingdom or would constitute an offence in any part of the United Kingdom if it occurred there.

If the team member believes that a crime has been committed, or they suspect a crime may be committed they must inform the MLRO as detailed above.

Terrorism
The term 'money laundering' also applies to money that supports terrorist activities – and the proliferation of weapons of mass destruction (nuclear, radiological, biological and chemical). Criminals and terrorists have different aims, but they both want to avoid their money drawing attention to their activities. Consequently, they use similar techniques to cover the trail, and the government imposes similar measures to combat them. Following the money trail is a vital source of intelligence that can lead to the apprehension of would-be-terrorists before atrocities are committed.

Bribery and Corruption
There are four criminal offences under the UK Bribery Act 2010. Each country will have its own version of what constitutes bribery and corruption. Bribery and corruption are not acceptable in any form.

The criminal offences in the UK are i) bribing another person, ii) requesting to be bribed, iii) bribing a foreign public official, and iv) failure by a relevant commercial organisation to prevent a bribe.

If the team member believes that a colleague, or any third party, may be involved in bribery or corruption they should speak to their manager or the Executive Director as soon as possible.

Appendix 2: Smoking Drugs and Alcohol Policy

Purpose
We aim to provide a working environment that is safe, which minimises any risks to health, and which makes adequate arrangements for everyone's welfare whilst they are at work. The use or abuse of certain substances, including drugs or alcohol, by any person may put themselves or others at risk. It may result in harm to themselves or others. It may also result in poor work performance.

This policy is not contractual but is intended to clarify our position and to help and protect all staff from the effects of substance use or abuse at work.

Scope
All team members.
All visitors, contractors and sub-contractors attending our offices.

Definitions
- Alcohol - means any product containing ethyl-alcohol which, if consumed, has the capacity to induce intoxication. Typically, this covers beers, wines, and spirits.
- Drugs or substances - means any drug or substance capable of causing intoxication. This includes all controlled drugs contained in the UK Misuse of Drugs Act 1971. It specifically includes: cannabis (marijuana), opiates (including heroin), cocaine, any prescription drugs (including amphetamines and barbiturates) which are not obtained and used in a legally issued medical prescription and any over-the-counter medicine or substance which is deliberately misused so as to impair the individual.

Operating the Policy
Alcohol or drug misuse or abuse can be a serious problem within the workplace. Team members who drink excessively or take unlawful drugs are more likely to work inefficiently, be absent from work, have work-related accidents and endanger their colleagues. We have a duty to protect the health, safety and welfare of all our team members.

However, we recognise that, for a number of reasons, team members could develop alcohol or drug-related problems. In relation to drugs, these rules apply to those that are unlawful under the criminal law and not to prescribed medication.

Team members must inform the Executive Director regarding any prescribed medication that may have an effect on their ability to carry out their work safely and they must follow any instructions subsequently given. These provisions aim to promote a responsible attitude to drink and drugs, and to aid team members who may need it

Responsibilities
Directors
Directors have the legal and moral obligation to provide and maintain a safe and healthy workplace.

We are committed to support team members who require help and rehabilitation for health problems. We will ensure that those who place their trust in us by admitting to a substance abuse problem are treated with sensitivity and confidentiality.

Supervisors and Managers
Supervisors and managers are responsible for the health, safety and welfare of all staff, suppliers, members and others visiting our premises.

Team members
Team members take personal responsibility for their own health and actions insofar as they affect the health and safety of themselves and others who may be affected by their acts or omissions.

Possible Consequences of Using Illegal Drugs or Alcohol
The use of illegal drugs or alcohol in the workplace may lead to disciplinary action that could result in a dismissal without notice for gross misconduct. The following rules will apply:

- If found to be consuming alcohol or deemed to be under the influence of alcohol in the workplace or in working hours this may be treated as gross misconduct. This will be dealt with under the company's disciplinary procedure.
- The taking of illegal drugs or being under the influence of illegal drugs by any employee in the workplace or during working hours may be treated as gross misconduct under the company's disciplinary procedure.
- The possession of drugs at work for any reason other than for genuine medical use is forbidden.
- We may ask team members to undertake a medical examination if we believe they have been taking, or are under the influence of, drugs or alcohol. We will want to assess if this is affecting their ability to work. They may be suspended from work until the problem is resolved. We will decide whether to treat it as a disciplinary matter.
- We will inform the police if we believe the team member has been abusing controlled drugs. We will do this if we believe drugs have been taken either in the workplace or at any time while working.
- We reserve the right to test for drugs or alcohol. Failure to co-operate may be treated as gross misconduct under our disciplinary procedure. If tests prove positive this may also be treated as a gross misconduct.

Treatment and Rehabilitation
It is our intention to deal constructively and sympathetically with alcohol or drug related problems, such as alcohol or drug dependency. When it is known that an employee has an alcohol or drug problem, the Executive Director will be able to provide advice and guidance on how to seek suitable treatment, including referral for advice, counselling and medical treatment.
The primary objective of any discussions will be to assist the team member with the problem in as compassionate and constructive a way as possible. Any discussions of the nature of alcohol or drugs problems and the record of any

treatment will be kept confidential unless agreed otherwise. Absence for treatment or rehabilitation will be treated as any other sickness absence.

If there is an alcohol or drug problem, the team member should always seek appropriate help. If they have an alcohol or drug problem that affects their attendance, conduct or performance at work and the opportunity to receive help is refused, the matter will be referred for disciplinary action. Likewise, if after accepting counselling and assistance, and following review and evaluation, the attendance, conduct, or work performance reverts to the problem level, this may also result in disciplinary action being taken.

If the team member:

- Declines the offer of referral for assessment and treatment;
- Discontinue treatment before its satisfactory completion;
- Continue to abuse drugs or alcohol;
- Disobey an instruction given by management about rehabilitation;
- Suffer a relapse during or following treatment

We reserve the right to withdraw support and deal with the matter under our disciplinary procedure.

If we believe that a team member is under the influence of either alcohol or drugs, the outcome of any disciplinary procedure will generally include a condition that help is sought at one or more of the national organisations set up to advise on drugs or alcohol abuse.

Drugs and Alcohol in the Workplace

Alcoholic drinks or drugs must not be brought onto, stored, or consumed on our premises at any time, except where alcohol is consumed at a specifically approved company function. Team members must not attempt to sell or give alcohol or drugs to any other employee or other person on our premises, or on our client's premises.

Working whilst under the influence of alcohol or drugs is forbidden. Even a small amount of alcohol or drugs can affect work performance and, if found to be under the influence of alcohol or drugs whilst at work, there could be serious health and safety consequences.

Alcohol must never be drank or drugs taken if there is a requirement to drive private or company vehicles on company business.

If representing us at business or client functions or conferences or attending company organised social events outside normal working hours the expectation is to moderate if drinking alcohol and take specific action to ensure within the legal limits if driving. Taking drugs are expressly prohibited on these occasions.

Disciplinary action will be taken if these rules are breached. Depending on the seriousness of the offence, it may amount to potential gross misconduct and could result in a summary dismissal. We also reserve the right to arrange for the team member to be escorted from our premises immediately and sent home for the rest of the day or shift. If this happens, there is no right to be paid for the duration of the absence from work.

Alcohol and Drug Testing
To protect health and safety and where necessary to achieve a legitimate business aim, we reserve the right to carry out random alcohol and drug screening tests on those team members in the workplace whose activities and job duties are safety critical, including those working with machinery, those whose job duties involves driving and those whose job duties involve responsibility for the care of others.

Testing may also be carried out where we have reasonable grounds to believe or suspect that a team member may be under the influence of alcohol or drugs. Only qualified and competent personnel who will use reliable and accepted methods and who will ensure that tests are carried out with the least possible intrusion into privacy will carry out testing. Measures will be put in place to ensure confidentiality of test results.

If a positive test result is received, where there are safety issues involved this will be viewed as a potential gross misconduct offence and it could result in a summary dismissal. Alternatively, or in addition to disciplinary action taken which is short of dismissal, where the employee accepts that they have a problem with alcohol or drug misuse and they are willing to receive help, we may make an offer to undergo a programme of medical treatment, rehabilitation or counselling.

Unreasonable refusal to submit to an alcohol or drug-screening test may result in disciplinary action being taken.

Smoking
We operate a no-smoking policy. We aim to provide a working environment that is safe and minimises any risks to health. We also aim to make adequate arrangements for the welfare of our team whilst at work. As a result, smoking is not permitted whilst on company premises or in company vehicles. The UK law bans smoking in the workplace and in company vehicles. Whilst the law does not apply to a personal vehicle, we would ask that consideration is given to colleagues if travelling somewhere together.

The smoking ban applies to everyone on our premises. If anyone is seen smoking, there is the right to tell him or her to stop. The Executive Director or another director should be advised of the action taken. Reporting the incident is an option and we recommend that the Executive Director is spoken to as soon as possible. The Executive Director will then speak with the person.

If a team member wishes to smoke, they must do so in their own time, either outside normal hours of work or during lunch breaks. Additional smoking breaks are not permitted during the day.

Support is available from a variety of courses and from a GP if help to quit is needed. The following websites may be useful:

- http://www.givingupsmoking.co.uk/
- https://www.nhs.uk/smokefree

Workers can be fined up to £200 and the company can be fined up to £2,500 if we don't stop people smoking in the workplace. Please observe the smoking ban.

E-cigarettes
The use of e-cigarettes in the workplace is not currently prohibited by legislation. Whilst it is recognised that team members may use e-cigarettes as an aid to give up smoking tobacco, it is not known if there are any health risks to individuals from the vapour released by e-cigarettes.

Use of e-cigarettes by any team members or visitors is not permitted in company buildings, company vehicles, in member meetings, or while working in members' premises.
A breach of these rules may result in disciplinary action.

Appendix 3: Family Friendly Policies Guide

including Maternity, Paternity, Shared Parental Leave, Adoption Leave, Carer's Leave, Parental Leave, Bereavement etc

1. Maternity Policy

Policy statement

At IBIA we endeavour to ensure all women are given support and encouragement before, during, and on their return to work from maternity leave.

We aim to ensure that the employee's duties are adequately covered during maternity leave and that an effective dialogue is implemented at all stages so that team members feel fully informed about their entitlements and the process to follow.

All team members taking maternity leave are covered by this policy, including those on part-time contracts.

Definitions

The following terms are used within this policy:

EWC: The expected week of childbirth is the week, beginning on the Sunday, during which the baby's birth is expected.

MATB1: The maternity certificate, or form, which is provided to confirm a pregnancy and confirm the expected week of childbirth.

Qualifying week: The 15th week before the expected week of childbirth.

Notification requirements

Team members should notify us as soon as possible of a pregnancy to enable us to ensure that, where appropriate, any reasonable steps are taken to safeguard the safety of the team member and their unborn child and that they are not subject to any unnecessary risks at work.

To qualify for maternity leave we require that written notification is provided by the qualifying week, or as soon as reasonably practicable after this, of the following information:

- the pregnancy
- the EWC, and
- the date ordinary maternity leave period should start, which can be any time from the 11th week before the EWC.

A MATB1 should be provided to the HR representative as soon as possible. It is normally provided by the midwife at around the 20-week stage of the pregnancy.

Once notification of the intended start date of ordinary maternity leave is received, we will confirm, in writing, the date that we expect a return to work after additional maternity leave has ended. This confirmation will be sent within 28 days of the notification.

An informal meeting will then be arranged with a manager to discuss the entitlements and the processes involved. The meeting will include discussions on the following points:

- the amount of leave that can be taken and the payment arrangements
- the information that we will need to process the maternity leave
- time off for antenatal appointments

- risk assessments to ensure that the team member's role does not pose a risk to their, or their baby's, health and safety
- the right to return after maternity leave to the same or a similar role
- the opportunity to request flexible working and how a request should be made.

To ensure good communication and a smooth transition in the time leading up to maternity leave, and during the leave itself, the team member will be informed of the arrangements for covering the work and for remaining in contact whilst on leave. We will also consult on how to cover the workload during the leave and whether any temporary reporting arrangements need putting in place.

We would like to keep the team member fully informed of any news or developments at work during their leave and we will continue to send Association updates and information on social events, etc. Team members will be informed of any recruitment exercises undertaken during the absence.

Health and safety
So that we may assess any potential risk that the team member's role poses to their health and safety, and the health and safety of the baby, they must notify a Manager as soon aware of the pregnancy. A Health and Safety Risk Assessment will be undertaken, and action taken to eliminate any risk.

This may include adjusting to the role or, if no adjustments can be identified that will reduce or remove the risk, an offering of a suitable alternative role for the duration of the pregnancy. If alternative work cannot be found, we reserve the right to place the team member on suspension with full pay until no longer at risk. If necessary, where a risk remains, these arrangements will continue for a period of six months after the birth of the child.

The team member should speak with a Manager immediately if worried about their own health and safety at any time.

Time off for antenatal care
Paid time off during normal working hours to receive antenatal care is an entitlement. Antenatal care can include medical examinations, relaxation classes and parent-craft classes as advised by a medical practitioner. Time off will be provided for any time spent travelling to and from these appointments, including any waiting time.

Other than for the first appointment, provision of an appointment card will be needed to confirm the details of the appointment.

Full pay will be provided for the time taken to attend these appointments.

Length of maternity leave
Subject to meeting the notification requirements set out above, there is an entitlement to 52 weeks' maternity leave in total, broken down as follows:

- 26 weeks' ordinary maternity leave (OML), including a 2-week period of compulsory maternity leave (or 4 weeks for factory workers)

- 26 weeks' additional maternity leave (AML) that starts immediately after OML.

Unless notification is received to express a wish to take a shorter period, we will automatically assume that the full entitlement to 52 weeks will be taken and we will write to confirm the expected return date.

During periods of OML and AML, there is an entitlement to receive normal contractual terms and conditions of employment that would have been received had this leave not been taken, except for remuneration. This will include contractual benefits, subject to the terms of these benefits.

Commencing maternity leave
The team member can start maternity leave at any time from the beginning of the 11th week before the EWC until the date of birth. It is a requirement to inform us of the date intended to start leave however this date may be changed so long as there is the provision of 28 days' notice of this change. Any application for a date change should be made in writing to a relevant Manager and copied to HR.

Compulsory maternity leave commences on the day after the childbirth occurs. Its purpose is to ensure that there is at least a two-week period of leave after the birth of the baby.
There are two incidences in which the maternity leave period is triggered automatically:

- Where childbirth occurs before the OML would otherwise commence. If this occurs, notification is necessary, in writing as soon as is reasonably practicable after the birth, of the date on which the birth took place. The maternity leave period will begin automatically on the day following the date of the birth.
- Where there is absence from work, wholly or partly due to the pregnancy, after the beginning of the fourth week before the EWC. If this occurs, please notify us, in writing as soon as is reasonably practicable, that the absence from work is wholly or partly due to the pregnancy and the start date of this absence. In these circumstances, we may require that the maternity leave period begins on the day following the first day of such absence.

Once notification has been received that the OML period has been triggered due to premature absence or premature childbirth, we will confirm, in writing, the date that we expect a to return to work after the AML period has ended. This confirmation will be sent within 28 days of the notification.

Shared parental leave
There might be an entitlement to take shared parental leave and the team member should refer to our shared parental leave policy for further information on entitlements, eligibility, and notice requirements.

Maternity pay
Dependent upon the length of service, there might be an entitlement to receive statutory maternity pay (SMP). If the team member does not qualify for such a payment, dependent upon the circumstances, the team member might be eligible to receive state maternity allowance. In these circumstances, we will provide them with the form SMP1 within seven days of determining that they do not qualify.

The following criteria will need to be met to qualify for SMP:

- Continuous employment with us for at least 26 weeks by the qualifying week
- The average weekly earnings are not less than the lower earnings limit relevant for national insurance purposes
- The team member is still pregnant at the 11th week before the EWC or has given birth by that time and
- Compliance with the relevant notification requirements.

The period for which SMP may be paid is called the maternity pay period. The maternity pay period may start at any time from the start of the 11th week before the EWC and can continue for up to 39 weeks, even if there is no intention to return to work.

Payment will be made at the rate of 90% of the average earnings for the first six weeks of leave and then up to 33 weeks at the Standard Rate of SMP or 90% of the average weekly earnings (whichever is lower).

The normal weekly earnings are calculated based on an average of the team member's gross earnings for national insurance during the 'relevant period'. This will include, for example, any payments relating to overtime, commission, and bonuses. The 'relevant period' is the period ending on the last normal pay day before the qualifying week and starting with the normal pay day which is at least eight weeks earlier. The exact calculation of weekly earnings will depend on whether the team member is paid monthly, weekly or at other intervals. Further advice on how the normal weekly earnings will be calculated can be obtained from the Payroll department.

Where the gross earnings are increased by a pay rise, and this increase takes effect from the start of the relevant period and before the end of the AML period, this increase will result in a recalculation of the SMP. As a result of this recalculation, there might be an entitlement to a retrospective increase or may subsequently qualify to receive SMP.

Keeping in touch (KIT) days
By mutual agreement, a team member may work for up to 10 days during the maternity leave period (but not during the compulsory maternity leave period) without losing statutory payments for that week or ending the entitlement to leave. Payment for KIT days will be discussed and agreed in advance of these being worked.

For this purpose, any work carried out on any day, even just an hour's work, is deemed to constitute "a day's work". Any days' work done under this provision

will not have the effect of extending the total duration of the maternity leave period.

Stillbirth and miscarriage
If a miscarriage is experienced before 24 weeks of pregnancy, there will no longer be an entitlement to take maternity leave. It is anticipated that a team member may need some time off work in these circumstances, and this will usually be taken as sick leave, during which our sickness absence policy will apply.

If a stillbirth is suffered after 24 weeks of pregnancy, the entitlement to maternity leave and pay will not be affected and the team member will still be able to take the time off, and receive pay, as planned. From 6 April 2020, parental bereavement leave is also available for team members who suffer a stillbirth. More information on this entitlement can be found in our separate policy on Parental Bereavement Leave.

Holidays
Holidays will continue to accrue whilst on maternity leave. As these holidays cannot be taken whilst on maternity leave, it is important to discuss and agree the arrangements for the taking of these holidays with the relevant manager.

Returning to work
If the team member returns to work at the end of their OML period, they are entitled to return to the same job, with the same terms and conditions, in which they were employed before the absence.

If the return to work happens after a period of AML, the team member is entitled to return to the same job in which they were employed before the absence. Where this is not reasonably practicable, there will be an entitlement to return to a suitable and appropriate job on terms that are no less favourable.

If the team member is made redundant during maternity leave, they will be offered a suitable alternative role.

Unless stated otherwise, it will be automatically be assumed that there will be a return to work at the end of the full 52 week leave period. So that we may make effective plans for a return, we would be grateful for confirmation shortly before the return. However, there is no obligation to do so unless there is a wish to change the date of the return, in which case eight weeks' notice must be provided.

If the employee qualifies for shared parental leave and wishes to return early from maternity leave for this purpose, they must also give us eight weeks' notice. More information on this can be found in our shared parental leave policy.

There might be an invitation to attend an informal meeting with the relevant manager to discuss any arrangements regarding a return to work. This is likely to take place approximately two weeks before a return. The following points will be discussed at this meeting:

- any developments that have taken place at work

- any appropriate training to take place
- any flexible working arrangements which have been agreed.

If it is decided that the team member does not wish to return to work after their maternity leave, they are required to give notice of their resignation. The notice period to resign is set out in the contract of employment. Where the team member chooses to resign without returning to work, we will require repayment of any contractual maternity pay more than the statutory entitlement that received during maternity leave.

If the team member is unable to return on the agreed date due to sickness, the relevant manager should be informed.

Flexible working
We recognise that women returning from maternity leave may wish to reduce their working hours or undertake homeworking.
We will make every effort to accommodate requests for part-time working, provided that the duties can still be effectively carried out on such a basis. However, we must also consider the needs of the business when assessing and granting any requests.

Any flexible working request should be made in line with the process set out in the flexible working policy.

Grievances related to maternity rights
Our grievance procedure may be used if the team member is dissatisfied with any decision made in respect of their maternity rights.

2. Adoption Leave Policy

Policy statement
This policy sets out our entitlements for team members who are adopting a child, including notification requirements and rights to time off work.
A team member, if matched to a child, may be entitled to either adoption leave or paternity leave. One parent cannot take both periods of leave, and it is up to the team member and their partner to decide who is the main adopter and so will take adoption leave. The main adopter's partner may be entitled to take paternity leave.

Main adopters are entitled to a total of 52 weeks' leave. We have set out below all the rights and obligations should there be a match for adoption. We would ask that the team member notifies us as soon as possible of their situation so that we can ensure they are fully aware of all their entitlements and obligations.

Time off for adoption appointments
There is an entitlement to time off to attend adoption appointments in the period between notification of a match and the date of placement. For single adopters or the main adopter in a joint adoption, a team member is entitled to paid time off to attend up to five appointments, with a maximum of six and a half hours per appointment. The adopter's partner in a joint adoption will be entitled to unpaid time off to attend up to two appointments.

Where the time is paid, the team member will be paid at their normal hourly rate for this time.

If the main adopter's partner wishes to attend more than two adoption appointments, he/she should speak to his/her manager who will consider the request at their discretion.

Notification requirements

To take time off for adoption appointments, we may require team members to provide confirmation of the following to the relevant manager:

- that they would like to take either time off and state whether this will be the paid or unpaid entitlement
- the date and time of the appointment
- that the appointment has been arranged by or at the request of the adoption agency.

Eligibility

Entitlement to adoption leave is available from the commencement of employment. Adoption leave is not available in circumstances where a child is not newly matched for adoption, for example when a stepparent is adopting a partner's child/children. The team member must have notified the adoption agency of agreement to the placement and of agreement to the date of the placement.

Only one period of leave is available irrespective of whether more than one child is placed for adoption as part of the same arrangement. However, if an additional child is adopted at a later date as a separate agreement, the team member could qualify again for a separate period of adoption leave.

Ordinary and additional adoption leave

Adoption leave is divided into two categories, 'ordinary' and 'additional'. Each is for 26 weeks, with additional leave following on from ordinary adoption leave, giving 52 weeks leave in total. If the team member is eligible for ordinary adoption leave they will also qualify automatically for additional adoption leave.

During additional adoption leave the employment contract continues and there is an entitlement to the benefit of their normal terms and conditions of employment, except wages or salary (unless the contract of employment provides otherwise). However, in many cases, there will be an entitlement to Statutory Adoption Pay during some of this period.

Commencement of adoption leave

Adoption leave can start on the date of the child's placement (whether this is earlier or later than was expected), or on a predetermined fixed date no earlier than 14 days before the expected date of placement and no later than the date of placement. Adoption leave can start on any day of the week.

Notification requirements

There is a requirement to provide notice, in writing, of the intention to take adoption leave within seven days of being notified by the adoption agency that there is a match with a child, unless this is not reasonably practicable. The notice must specify:

- the date the child is expected to be placed with the team member; and
- the date adoption leave is to start.

The team member should provide the "matching certificate" from the adoption agency. The certificate will include basic information on matching and expected placement dates.
The team member can change their mind about the date on which they want their adoption leave to start providing we are informed at least 28 days in advance unless this is not reasonably practicable.

We will write to notify the team member of the date on which they are expected to return to work if the full entitlement to adoption leave is taken, within 28 days of the date on which the team member notified us of their intention to take leave, or, if they have varied the date originally chosen to start adoption leave, within 28 days of the date on which adoption leave began.

Returning to work
If the team member is returning to work at the end of additional adoption leave, they should simply present themself for work at the end of that period.

If they intend to return to work before the end of their additional adoption leave, they must give us at least eight weeks' notice of the date on which they intend to return. If they do not give us eight weeks' notice, we may postpone the return to a date ensuring that there has been eight weeks' notice.

Shortly before the return to work, we will be in touch to arrange an informal meeting with the relevant manager. The aim of this meeting is to discuss the return and to ensure it is as smooth a transition back to work as possible.

The team member has the right to return:
- with their seniority, pension rights and similar rights
- on terms and conditions no less favourable than those which would have applied if they had not been absent.

There will not be any detriment as a result of taking or seeking to take adoption leave.

Keeping in touch (KIT) days
Team members can work for up to 10 days during their adoption leave period without losing statutory payments for that week or ending their entitlement to leave.
For this purpose, any work carried out on any day, even just an hour's work, is deemed to constitute "a day's work". Any days' work done under this provision will not have the effect of extending the total duration of the adoption leave period.
KIT days will be paid at the normal rate of pay.

Adoption pay
Dependent upon the length of service, there may be an entitlement to statutory adoption pay (SAP). If the team member qualifies for SAP this will be paid for the first six weeks at 90% of their normal weekly earnings in the eight-week

period up to the date of notification of a match, with the remainder paid at the earnings-related limit or the statutory rate, whichever is lower. SAP will be paid in the same way as their wages would be paid if they were not on leave. If the team member does not qualify for such a payment, they may, dependent upon their circumstances, be eligible to receive allowances from the appropriate government departments.

Enhanced Adoption Pay (EAP)
Team members are entitled to receive EAP if they have been continuously employed for at least 26 weeks by the week they were matched with a child and intended to work for IBIA for at least three months after the adoption leave has ended.

If there is uncertainty about whether to return to work, a request should be made to have the EAP deferred. Guidance should be sought from the relevant manager.

The amount of EAP will be as follows:
Following the 6 weeks SAP of 90% of the average weekly earnings the team member will then receive 20% of their average weekly earnings (before tax) for 33 weeks, inclusive of SAP. There will be no bonus received whilst receiving EAP.

Full pay is calculated as the average pay received in the eight-week period up to the date of notification of a match, less any salary sacrifice arrangement (for e.g. childcare vouchers).

Shared parental leave and pay
A team member may be entitled to opt in to shared parental leave, sharing up to 50 weeks of leave and up to 37 weeks of pay (subject to availability). If shared parental leave is a better option instead of adoption leave, please ask us for more information.

Surrogacy and adoption rights
If the team member is an intended parent in a surrogacy arrangement who intends to apply for, or has already applied for, a Parental Order they may be entitled to either adoption leave and pay or paternity leave and pay. One parent cannot claim entitlement to both periods of leave and pay, and it is up to the team member to decide which they wish to claim (subject to eligibility).

Team members are entitled to unpaid time off to accompany the surrogate mother to up to two antenatal appointments of up to six and a half hours per appointment.

There is an entitlement to adoption leave from the employment start date. This will be for a total of 52 weeks, split into two periods of "ordinary" and "additional" adoption leave of 26 weeks each.

Notice is required, in writing, if the team member is entitled to take adoption leave by the 15th week before the expected week of birth. The actual date of birth must be communicated as soon as is reasonably practicable after birth. Documentary evidence must be provided - a statutory declaration. This

document will state that the team member has obtained, applied for or, intends to apply for a Parental Order in respect of the surrogate child and, where not received, this is expected to be made.

If a period of adoption leave has already begun in respect of a child before approval of a Parental Order, and subsequently notified that the application is refused, the adoption leave period will end eight weeks after the week of that notification or the end of the adoption leave period if that is earlier.

Dependent upon the length of service, a team member may be entitled to Statutory Adoption Pay (SAP). If the qualification for SAP is met, this will be paid for the first six weeks at 90% of the normal weekly earnings in the eight-week period leading up to the end of the 15th week before the baby is due to be born, with the remainder paid at the earnings-related limit or the statutory rate, whichever is lower. SAP will be paid in the same way as wages would be paid if not on leave. If there is no qualification for such a payment, dependent upon the circumstances, there might be eligibility to receive allowances from the appropriate government departments.

Dual approved prospective adopters and adoption leave
If the team member is a dual approved prospective adopter, a local authority foster parent who has a child placed with them with an expectation to adopt that child in accordance with section 22C of the Children Act 1989, they may be entitled to either adoption leave and pay or paternity leave and pay. One parent cannot claim entitlement to both periods of leave and pay, and it is up to the team member to decide which they wish to claim (subject to eligibility).

Adoption leave is an entitlement from the start date of employment. This will be for a total of 52 weeks, split into two periods of "ordinary" and "additional" adoption leave of 26 weeks each.

Only one period of leave is available irrespective of whether the team member goes on to adopt the same child or children placed with them under section 22C of the Children's Act. However, if an additional child is placed with the team member under section 22C at a later date as a separate agreement then they could qualify again for a separate period of adoption leave.

There is a choice to start the adoption leave on the date of the child's placement (whether this is earlier or later than was expected), or on a predetermined fixed date up to two weeks before the placement of the child and no later than the date of placement. Adoption leave can start on any day of the week.

There is a requirement to give us notice, in writing, of the intention to take adoption leave within seven days of being notified of the child's placement by the local authority in accordance with section 22C, unless this is not reasonably practicable. The notice must specify:

- the date the child is expected to be placed; and
- the date the team member wants the adoption leave to start.

If a team member has begun a period of adoption leave in respect of a child placed with them under section 22C, and this placement does not proceed to a

formal adoption, the team member's adoption leave period will end eight weeks after the child is removed, or at the end of the adoption leave period, whichever is earlier.

Dependent upon the length of service, a team member could be entitled to Statutory Adoption Pay (SAP). If the team member qualifies for SAP, it will be paid for the first six weeks at 90% of their normal weekly earnings in the eight-week period leading up to the date of notification, with the remainder paid at the earnings-related limit or the statutory rate, whichever is lower. SAP will be paid in the same way as the team member's wages would be paid if they were not on leave. If the team member does not qualify for such a payment, they may, depending on their circumstances, be eligible to receive allowances from the appropriate government departments.

3. Paternity Leave Policy

We endeavour to provide help and assistance to team members who wish to use their right to take paternity leave. This policy outlines paternity leave entitlements and how team members should arrange this period of leave.

Eligibility

Paternity leave following the birth of a child

A team member will meet the eligibility criteria for paternity leave if they:

- are the child's father, the mother's husband or partner (whether of the same or different sex), or one partner in a couple who are both entitled to apply for, and propose to apply for, a parental order for the child
- have been employed and performed work for their employer for a minimum period of 26 weeks by the end of the 15th week before the expected week of childbirth (EWC)
- will be or expect to be responsible for the child's upbringing, where they are the father, or expect to be mainly responsible for the child's upbringing where they are the mother's husband or partner but not the father of the child
- have given the required notice of their intention to take leave
- have not previously taken shared parental leave for the same child.

Paternity leave following adoption

A team member will be eligible for paternity leave and pay on the adoption of a child if they:

- will be or expect to be mainly responsible for the child's upbringing
- are married to the child's adopter or are the partner of the child's adopter (whether of the same or different sex)
- have been employed and performed work for their employer for a minimum period of 26 weeks by the end of the week the matching notification is given to the child's adopter
- have given the required notice of their intention to take leave and, where requested, have provided evidence
- have not previously taken shared parental leave for the same child

When Does Paternity Leave Start?
Team members can take two non-consecutive weeks of leave at any point in the first year after the birth or adoption of their child. This allows for greater flexibility in choosing a time that works best for the family.
Paternity leave must be taken in full weeks, not as individual days. Leave can be arranged to start:
• from the birth date or date of adoption (regardless of whether this occurs earlier or later than expected), or
• on a specific day after the birth or adoption (again, whether earlier or later than anticipated), or
• from a specific date that is after the first day of the expected week of childbirth (EWC), in birth cases, or
• on a specific date arranged in advance that is after the expected placement date, in adoption cases.

If the child is born earlier than expected before the EWC, paternity leave must be taken:
• within a period of 52 weeks from that date, or
• within a period of 52 weeks from the child's actual birth date.

If multiple children are born from the same pregnancy or more than one child is adopted in the same arrangement, the entitlement to paternity leave remains the same—only one allowance of leave can be taken.

Notification Requirements

Paternity Leave Following the Birth of a Child
Unless not reasonably practicable, a team member must notify their employer of their intention to take paternity leave at least four weeks in advance. The team member's manager must be informed, in writing, of:
• the anticipated week of birth
• whether the team member intends to use the two weeks' leave together or separately
• the dates the team member wishes the leave to begin

As soon as reasonably practicable after the birth, the team member must notify the employer of the actual date of birth in writing. A signed declaration may be requested, stating the team member intends to utilise a period of paternity leave to care for the child or support the mother, and that they meet the eligibility criteria. Where requested, this should be provided to the team member's manager.

If a team member wishes to change the date of their paternity leave after providing notice, they must submit an additional written notice requesting a variation at least 28 days before the new start date.

Paternity Leave Following the Adoption of a Child
Unless not reasonably practicable, a team member must notify their employer of their intention to take paternity leave within seven days of the date the matching notification is given to the child's adopter. If this is not reasonably practicable, the notice must be given as soon as possible. The team member's

manager must be informed, in writing, of:
• the date the matching notification was given to the child's adopter
• the expected date of placement
• whether the team member intends to use the two weeks' leave together or separately
• the dates the team member wishes the leave to begin

Paternity Pay
A team member may be entitled to receive Statutory Paternity Pay (SPP) for the period of paternity leave. SPP is paid at a specific rate set by the government each tax year or at 90% of the team member's average weekly earnings during the relevant period—whichever is lower. For details of the current SPP rate, team members should contact HR.
To be eligible for SPP, a team member's average weekly earnings during the relevant period must be equal to or higher than the lower earnings limit set by the government each tax year.

The relevant period is:
• the eight weeks ending immediately before the 14th week before the EWC (for births), or
• the eight weeks ending immediately before the week in which the matching notification was given (for adoptions)

Depending on individual circumstances, additional financial support may be available. Team members should contact their local social security office (Department for Work and Pensions) for further information.

Contractual benefits
While on paternity leave, a team member continues to be entitled to their normal terms and conditions of employment, except for wages or salary (unless expressly stated otherwise in their employment contract). A team member may be entitled to receive payment of Statutory Paternity Pay (SPP) for this period, as outlined above.

The contract of employment remains in force during paternity leave. As such, all contractual obligations continue to apply, and the team member remains bound by them throughout the leave period.

Returning to work
Following one or two weeks of paternity leave, a team member has the right to return to the same job role. Requesting or taking paternity leave will not cause a team member to suffer any disadvantage in the workplace.

If a team member wishes to change their working hours after paternity leave, each request will be considered on its individual merits, in accordance with the organisation's flexible working policy. A copy of this policy is available from HR. The team member's manager will carefully consider the request and, wherever possible, aim to accommodate the change. Business needs will also be assessed as part of the decision-making process, and requests may be declined for legitimate business reasons. Requests should be submitted as far in advance as possible to allow for thorough review.

If a team member is planning not to return to work following paternity leave, they should discuss this with their manager as early as possible. Formal resignation must be submitted in writing, as outlined in the employment contract. Once a resignation has been submitted, withdrawal of that resignation will require the employer's agreement. Any payments of Statutory Paternity Pay will not be affected by the team member's resignation.

Shared parental leave
After paternity leave, a team member may be eligible to take additional leave under the Shared Parental Leave scheme.

Please note that once a period of Shared Parental Leave has been taken in respect of a child, paternity leave can no longer be taken for that same child.

Stillbirth and Miscarriage
If a team member experiences a miscarriage before 24 weeks of pregnancy, they will no longer be entitled to take paternity leave. It is recognised that time off may still be needed in such circumstances, and this will typically be taken as sick leave, during which the organisation's sickness absence policy will apply.

If a stillbirth occurs after 24 weeks of pregnancy, the team member's entitlement to paternity leave and pay will not be affected—provided they were otherwise eligible—and they will still be able to take the planned leave and receive pay accordingly.

As of 6 April 2020, Parental Bereavement Leave is also available for team members who experience a stillbirth after 24 weeks of pregnancy. Further details on this entitlement can be found in the Parental Bereavement Leave section of this policy document.

4. Shared Parental Leave Policy

This policy outlines the organisation's position on team members' entitlement to take Shared Parental Leave (SPL), explains the available entitlements, and sets out the procedures that must be followed to request and take such leave. Shared Parental Leave is available in cases of both childbirth and adoption. Throughout this policy, the term parent is used to describe team members in either context.

Any team member wishing to take Shared Parental Leave should inform their manager as early as possible to allow time for their entitlement to be assessed and explained. Given the flexibility of the SPL system, it is essential that team members understand the procedural requirements involved.

Key Features of Shared Parental Leave
The main features of SPL include:
• Eligible team members may end maternity or adoption leave early and share the remaining leave with the other parent
• Team members have flexibility to choose how the leave is divided, including the option for both parents to be on leave at the same time
• A maximum of 50 weeks of leave may be shared between the parents
• Leave must be taken in blocks of at least one week

• Up to three requests for leave can be made, including changes to previously agreed periods of leave
• A request for a continuous period of leave (i.e. unbroken) will be automatically granted
• A request for discontinuous leave (i.e. leave taken in separate blocks) is subject to agreement with the employer

Eligibility Requirements
To qualify for Shared Parental Leave, both the team member and their partner must meet specific eligibility criteria. The team member must:
• Be the mother, father, or main adopter of the child, or the partner of the mother or main adopter
• Have at least 26 weeks of continuous service by the end of the 15th week before the expected week of childbirth (EWC), or by the week in which the main adopter is notified of having been matched with a child (the 'relevant week')
• Have a partner who meets the employment and earnings test (as defined by government guidance)
• Share the main responsibility for the child with the other parent at the time of birth or adoption
• Have submitted the required notifications regarding their entitlement and provided any necessary declarations or evidence
• Be employed by the organisation up to and including the week before any SPL is due to start

Employment and earnings test
To qualify for Shared Parental Leave (SPL), the team member's partner must, during the 66 weeks leading up to the expected week of childbirth (EWC), have:
• Worked for at least 26 weeks (not necessarily consecutively), and
• Earned an average of at least £30 per week in any 13 of those 66 weeks

Amount and Timing of Shared Parental Leave
Parents may take a combined total of up to 52 weeks' leave between maternity or adoption leave and Shared Parental Leave. This total does not include paternity leave, which is a separate entitlement.

If the mother or adopter is entitled to statutory maternity pay, statutory adoption pay, or maternity allowance but not entitled to maternity/adoption leave, the maximum amount of SPL available is 52 weeks minus the number of weeks of statutory pay already received.

The first two weeks following childbirth—referred to as compulsory maternity leave—cannot be shared. This is a statutory requirement designed to support the mother's recovery and must be taken exclusively by her. Similarly, in the case of adoption, the adopter may share up to 50 weeks of leave, but not beyond that.

Shared Parental Leave must be taken in blocks of at least one week. It is not possible to take SPL in single days or partial weeks.

Entitlement to Shared Parental Pay (ShPP)
Shared Parental Pay (ShPP) can be shared between both parents for a combined total of 39 weeks. This includes any weeks for which statutory maternity pay

(SMP), statutory adoption pay (SAP), or maternity allowance (MA) has already been paid. The distribution of ShPP between the parents is decided jointly by them.
To be eligible for ShPP, a team member must:
• Have been continuously employed for at least 26 weeks up to and including the qualifying week (the 15th week before the expected week of childbirth or adoption placement)
• Have average earnings no less than the Lower Earnings Limit (LEL) calculated over the eight weeks prior to the qualifying week
• Meet the notification requirements for SPL and ShPP

All ShPP is paid at the lower of the government's standard rate or 90% of the team member's normal weekly earnings.

Notification Requirements
Notice of Entitlement and Intention to Take Leave and Pay
A team member must provide at least eight weeks' notice before taking any Shared Parental Leave (SPL). This must be done using the designated form, which is available from the team member's manager. The form must include the following information:
• The name of the team member
• The name of the partner
• The start and end dates of maternity or adoption leave (or maternity/adoption pay if the team member is not entitled to leave)
• The total amount of Shared Parental Leave available
• The expected week of childbirth or placement, or the actual date of birth or placement if this has already occurred
• A non-binding indication of how the team member and their partner intend to split and take the Shared Parental Leave

If the team member is the mother, they must also provide a signed declaration confirming that they meet the eligibility requirements to take Shared Parental Leave. In addition, a signed declaration must be provided from the other parent, confirming the following:
• Their name and address
• That they meet the eligibility requirements
• That they consent to the team member taking the amount of leave as indicated
• That they give permission for their information to be processed by the employer
• That they will notify the employer immediately if any eligibility criteria cease to be met

Curtailment Notice
To take Shared Parental Leave, maternity or adoption leave must be curtailed (i.e. ended early). The mother or main adopter must notify the employer of their intention to curtail their leave by submitting a curtailment notice at the same time as the notice of entitlement to SPL. This notice must give at least eight weeks' notice of the intention to end maternity or adoption leave (or pay, if leave is not applicable).

A curtailment notice may only be revoked under the following specific circumstances:
• If, during the eight weeks following submission of the notice, it is discovered that neither the mother/adopter nor their partner is entitled to Shared Parental Leave or Pay
• In the event of the death of the partner
• If the notice was given prior to the birth, and the mother wishes to revoke her curtailment notice within six weeks following the birth

If the team member received Maternity Allowance instead of statutory maternity pay, the curtailment notice must be submitted to Jobcentre Plus.

Notice to Take a Specific Period of SPL and ShPP
While a team member may have previously provided an indication of intended leave dates, Shared Parental Leave (SPL) is not considered fixed unless and until a period of leave notice is formally submitted.

A maximum of three period of leave notices may be submitted per team member, including any requests to amend a previously agreed leave period. Each period of leave notice must give at least eight weeks' notice before the intended start date of leave.

The notice must include the specific dates on which the team member intends to take leave. If the notice is submitted before the child is born, the start date may be expressed in relative terms (e.g., "two weeks after the birth, for four weeks"). The notice should also indicate whether the team member intends to allocate Shared Parental Pay (ShPP) to that period of leave.

In exceptional circumstances—such as when the employer asks the team member to change a previously booked period of leave—more than three period of leave notices may be permitted.

It is essential that all required information is submitted within the specified timeframes; otherwise, approval of the leave cannot be guaranteed.

Confirmation of SPL and ShPP
If a team member submits a request for a continuous block of leave, they are entitled to take that leave and the employer will confirm the dates in writing.

If the request is for a discontinuous leave period (i.e., more than one separate block of leave), the employer will assess whether this can be accommodated. The team member's manager will arrange a meeting to discuss the request. The employer's response will be one of the following:
• Agreement to the request
• Proposal of alternative dates
• Refusal of the request

If no agreement is reached within two weeks of the period of leave notice being submitted, the team member may:
• Withdraw the request any time up to the 15th day after it was made, or
• Take the leave in one continuous block, starting on the first date originally requested, or

• Take the leave in one continuous block, starting on a new date (to be specified within 19 days of the original request)

Varying a Period of Leave
A team member may request to change the dates of their agreed SPL by submitting a variation notice with eight weeks' notice. This is waived if the baby is born early; in such cases, the team member should give notice as soon as reasonably practicable.

For variations unrelated to an early birth:
• If changing the start date, the team member must give eight weeks' notice, counted from the earlier of either the original or new start date
• If changing the duration, eight weeks' notice must be given from the original start date

A team member may also request to:
• Separate a continuous leave period into discontinuous blocks, or
• Consolidate discontinuous blocks into one continuous leave period

Each variation notice will count towards the maximum of three leave notices, unless:
• The variation is due to the child being born earlier or later than expected
• The variation is made at the request of the employer

Evidence Requirements
To verify the information provided, the team member may be required to submit:
• A copy of the child's birth certificate, and
• The name and address of the other parent's employer

If the other parent is not employed, a signed declaration to that effect will be required.

In cases of adoption, within 14 days of the notice of entitlement, the team member may be required to submit documentation from the adoption agency showing:
• The agency's name and address
• The date the team member was notified of being matched with the child
• The expected date of placement

If a birth certificate is not yet available, the team member must sign a declaration confirming this, and include the date and location of birth.

SPLIT Days (Shared Parental Leave In Touch Days)
A team member may work up to 20 Shared Parental Leave In Touch (SPLIT) days during their SPL period without affecting their statutory payments. SPLIT days are optional:
• The team member is not required to work them
• The employer is not obliged to offer them

A team member will be paid their normal rate of pay for each SPLIT day worked. Any work performed during a single calendar day will count as one SPLIT day.

These 20 SPLIT days are in addition to the 10 Keep In Touch (KIT) days available during maternity or adoption leave.

Terms and Conditions During Shared Parental Leave
During shared parental leave (SPL), a team member will continue to receive all contractual benefits except for their salary. For clarity, holiday entitlement will continue to accrue during SPL in the same way as if the team member were actively working.

Before the team member begins their SPL, a discussion will take place between the team member and their manager regarding arrangements for taking annual leave in relation to their shared parental leave.

Returning from Shared Parental Leave
If a team member wishes to amend the date on which they return to work following SPL, they must provide at least eight weeks' notice of both the original and the new return dates, whichever is earlier.

Following SPL, provided the total amount of leave taken by the team member (including maternity leave) does not exceed 26 weeks, the team member is entitled to return to the same job role on the same terms and conditions as if they had not been absent.

When planning their return to work, if the team member wishes to request changes to their working arrangements for childcare-related reasons, such requests will be considered in accordance with the operational requirements of the Association. However, there is no automatic right to return on altered working conditions.

5. Parental Leave Policy

This policy outlines the entitlement and procedures for parental leave available to team members who are natural parents or adoptive parents. Parental leave allows eligible team members to take unpaid time off work to care for or spend time with their child—for example, to accompany the child during a planned hospital stay or to go on holiday together.

Entitlement
To be eligible for statutory parental leave, a team member must meet the following criteria:

- Have at least one year's continuous employment with the Association counted from the date parental leave would start.
- Have, or expect to have, parental responsibility for the child.
- Have a child who is under 18 years of age.
- Take the leave before the child's 18th birthday.
- Provide evidence of eligibility when requested.

Evidence Requirements
The Association may request evidence to confirm eligibility, including:

- Proof of parental responsibility for the child in respect of whom leave is requested.
- The child's date of birth (for natural parents).
- The date of adoption placement (for adoptive parents).
- Evidence of the child's entitlement to Disability Living Allowance (where relevant), which permits leave to be taken in blocks of one day rather than full weeks.

Length of Leave
Eligible team members are entitled to take up to 18 weeks of parental leave per child before the child's 18th birthday. No more than four weeks may be taken per child in any one year.

A "year" is defined as a rolling 12-month period starting from the date the team member first became eligible to take parental leave in respect of the child or any anniversary of that date.

Leave is normally taken in week-long blocks; however, for disabled children, leave may be taken in blocks of one day.

Any part of a week taken counts as a full week for the purposes of the entitlement. For example, a full-time team member taking three days of parental leave will have one week deducted from their 18-week entitlement.

Procedure for Taking Parental Leave
Team members must give at least 21 days' notice before the intended start date of parental leave, specifying the exact start and end dates.

Fathers wishing to take parental leave immediately following the birth, or adoptive parents immediately following the child's placement, must give 21 days' notice of the expected week of childbirth or adoption.

Upon receiving notice, the Association may request evidence of eligibility.

The Association reserves the right to postpone parental leave if the team member's absence would unduly disrupt business operations.

Leave will not be postponed if it coincides with the birth of a child or the placement of a child for adoption.

Any postponement will be discussed with the team member, and new leave dates confirmed in writing.

Postponement will not exceed six months from the original requested start date.

Before Taking Parental Leave
Shortly after receiving notification of the intention to take parental leave, the team member will meet with their manager to discuss:

- The team member's entitlement to parental leave.
- The notice requirements.
- Arrangements to cover duties during the absence.
- The team member's right to return to work.
- Flexible working opportunities.
- Appropriate contact during parental leave.
- The fact that parental leave is unpaid.

During Parental Leave
Except for pay, normal terms and conditions of employment apply during parental leave, including but not limited to:

- The implied obligation of good faith.
- Notice periods for termination of employment.
- Confidentiality obligations.
- Restrictions on accepting gifts.
- Non-competition or participation in other business.
- Disciplinary and grievance procedures.
- Redundancy pay entitlement.

The Association will make reasonable efforts to keep the team member informed of workplace developments or social events during their leave.

Returning to Work
Team members returning after parental leave lasting four weeks or less (and not immediately following additional maternity or adoption leave) have the right to return to the same job held before the absence.
Team members returning after parental leave longer than four weeks, or parental leave up to four weeks that directly followed additional maternity or adoption leave, are entitled to return to the previous job or, if that is not reasonably practicable, to another suitable and appropriate job.

Return to the same job preserves seniority, pension rights, and other similar benefits, and terms and conditions will be no less favorable than if the team member had not been absent.

6. Time off for Dependants Policy

Purpose
Team members have a statutory right to take a reasonable amount of time off work to deal with emergencies involving their dependants. This policy outlines our stance on permitting team members to take time off for this purpose while ensuring that operations are not unduly affected. The term 'dependant' is defined in law and replicated in this policy. It also sets out areas of flexibility that may be adopted to support team members. Team members will not face detriment for taking time off for dependants.

Team members who use time off for dependants for reasons other than those for which the statutory right is intended may be subject to disciplinary proceedings.

Entitlement
Team members are entitled to take a reasonable (see below) amount of unpaid time off to deal with unforeseen events involving a dependant, defined as follows:

- Spouse or civil partner.
- Child.
- Parent.
- A person who lives in the same household as the team member, but is not a tenant, lodger, boarder, or employee.
- Those who reasonably rely on the team member for the provision of care or assistance if they fall ill (e.g., an elderly neighbour).

The term 'reasonable amount of time off' is difficult to define, as it will depend on the specific circumstances of each situation. The same event may require varying amounts of time off for different team members, or even the same team member if the event occurs more than once.

The right to time off extends only to that needed to make arrangements in the event of an emergency. It is expected that no more than one or two days will be needed on each occasion. Any time off exceeding this must be discussed with the team member's manager.

Although statutory entitlement applies to the categories of people listed above, team members may request unpaid time off for others who depend on them for assistance. These requests should be made to the team member's manager.

A maximum of two days will be permitted for funeral arrangements. This time will be unpaid.

Events Covered by this Policy
An unforeseen emergency for the purposes of this policy can cover various events in a team member's life, including but not limited to:

- To assist when a dependant falls ill, gives birth, or is injured/assaulted (including mental illness or injury).
- To plan for the provision of care for a dependant who is ill or injured.
- In the event of a dependant's death.
- To cope with the unexpected breakdown of arrangements for the care of a dependant.
- To deal with an incident involving the team member's child, such as an unexpected event during school hours or where the school has responsibility for the child.

Time off for emergencies not involving a dependant (e.g., a flood at home) is not covered by this policy.

Notification
As soon as is reasonably practicable, team members must contact their manager to inform them of the need to take time off for dependants. If the team member is at work at the time the need arises, they must make reasonable efforts to inform their manager of the need to leave. If the manager is unavailable, the team member should contact their Manager.

If the team member is out of work when the need to take time off arises, they should notify their manager by telephone, or in exceptional circumstances where a phone call is not appropriate, by email.

The team member must provide the reason for their absence, as well as the expected duration. Failure to do so may result in disciplinary action.

The manager may ask the team member to provide evidence of the need to take time off.

Other Policies
Team members should refer to our Parental Bereavement Leave and Compassionate Leave policies, which also offer entitlements in the event of a dependant's death.

7. Parental Bereavement Leave Policy

Purpose
The purpose of this policy is to set out our stance on team member entitlements to parental bereavement leave, effective from 6 April 2020. We are committed to supporting team members who experience loss and understand that the death of a child or stillbirth can be one of the most traumatic experiences of a person's life. This policy explains rights to time off, pay during time off, and other support offered.

Eligibility
Parental bereavement leave is available from day one of employment. It is available to team members upon the death of a child under the age of 18. A team member may take parental bereavement leave if they fall into any of the following categories:

- A 'natural' parent.
- An adoptive parent, and those with whom a child has been placed under the 'foster to adopt' scheme, provided the placement is ongoing.
- A 'natural' parent where the child has been adopted but a Court Order exists to allow the 'natural' parent to have contact with the child.
- A team member who is living with a child who has entered Great Britain from overseas and has received official notification that they are eligible to adopt.
- An intended parent under a surrogacy arrangement where it was expected that a parental order would be made.
- A 'parent in fact', meaning someone in whose home the child has been living for at least four weeks before the death and has had day-to-day responsibility for the child (subject to exceptions). This category includes guardians and foster parents but does not include paid carers.
- The partner of anyone in the above categories, where they live in an enduring family relationship with the child and their parent.

In addition, parents who suffer a stillbirth after 24 weeks of pregnancy are entitled to take parental bereavement leave.

Length of Leave and How It May Be Taken
A total of **two weeks** may be taken as parental bereavement leave, and the team member may choose to take leave as:

- A single block of **one week**.
- A single block of **two weeks**.
- Two separate blocks of **one week**.

Leave may start on any day of the week and must be taken in whole weeks. It may be taken at any time in the **56-week period** following the death.

If a team member has suffered a stillbirth after 24 weeks of pregnancy, they are still entitled to their full entitlement to maternity and paternity leave, provided they were eligible to take maternity or paternity leave in the first place, in addition to parental bereavement leave. Parental bereavement leave cannot be taken at the same time as maternity or paternity leave.

Where more than one child dies or is stillborn, a team member is entitled to two weeks of **parental bereavement leave in relation to each child.**

Notification Requirements

Leave to be taken within the first 56 days of the death
A team member does not need to give any advance notice of taking parental bereavement leave. However, they are asked to contact their manager by phone by the time they were due to start work on the day they wish leave to begin, or if this is not possible, as soon as is reasonably practicable. The team member must provide the date of the death, the date on which leave will start, and whether one or two weeks of leave is to be taken.

Leave to be taken later than the first 56 days since the death
A team member needs to give one week's advance notice of taking parental bereavement leave to their manager by phone or email, providing the date of the death, the date on which leave will start, and whether one or two weeks of leave is to be taken.

Cancelling or Changing Leave Dates
A team member can cancel a period of leave that has already been notified to the company, provided the period of leave has not already started. If they wish to cancel a period of leave to begin within the first 56 days of the death, the cancellation must be communicated by the team member by their normal start time on the day that leave was originally due to start.

To cancel leave that was to begin later than 56 days after the death, the team member should inform their manager no later than one week prior to the intended start date. The team member can also change the start date of leave by following the notice requirements outlined above.

Payment During Leave
A team member will qualify for statutory parental bereavement pay during leave if they meet the following criteria:

- They have been continuously employed with the company for at least 26 weeks by the week prior to the week in which the child dies
- Their normal average weekly earnings are not less than the lower earnings limit relevant for national insurance purposes.
- They are still employed by the company on the date the child dies.

Payment will be made at the rate set by the Government each year or 90% of the team member's average weekly earnings (whichever is lower).
To receive statutory parental bereavement pay, the team member must provide notice of this and supply the following information within 28 days, or as soon as is reasonably practicable, of the first day of parental bereavement leave:

- The child's name.
- The date of the death or stillbirth.
- A declaration confirming they fall into one of the categories listed under 'Eligibility' above.
- A pro-forma will be provided to enable the team member to supply the required information.

Terms and Conditions During Leave
During parental bereavement leave, the team member remains entitled to receive their normal contractual terms and conditions of employment, as if they had not taken this leave, with the exception of remuneration. This includes any contractual benefits, subject to the terms of these benefits.

Right to Return
Upon a team member's return to work, they are entitled to return to the same job, with the same terms and conditions, that they were employed in before their absence, unless:

- The period of leave taken exceeds 26 weeks when combined with any other period of statutory leave (including maternity, paternity, adoption leave, etc.) in relation to the same child.
- It is not reasonably practicable for the team member to return to the same job.

On the team member's first day back to work, their manager will set aside time to hold an informal meeting to discuss any arrangements regarding their return to work and any additional support that may be available.

Flexible Working
The association understands that a temporary period of flexible working may be beneficial to team members who have experienced a loss. If a team member would like to discuss flexible working options, they are encouraged to contact their manager.

7. Carer's Leave

Policy Statement
Team members with caring responsibilities have a statutory right to take unpaid statutory carer's leave from day one of their employment. This policy outlines the Association's position on team members taking time off for this purpose, ensuring that the Association's operations are not unduly affected. The term "dependant" for these purposes is prescribed in law and replicated in this policy. Team members will not face detriment for taking carer's leave.

Entitlement
Team members are entitled to take one unpaid working week of carer's leave per rolling 12-month period to provide or arrange care for a dependant with a long-term care need. Carer's leave can be taken as a continuous block or in separate occurrences, but each occurrence must be at least one-half of the team member's working day.

For these purposes, a "week" is based on the number of days typically worked in a week. If a team member's normal working time varies from week to week, a "week" is calculated as their average working time over the previous 12 months.

A dependant is defined as:

- Spouse or civil partner
- Child
- Parent
- Person who lives in the same household but is not a tenant, lodger, boarder, or employee
- A person who reasonably relies on the team member to provide or arrange care (e.g., an elderly neighbour).

A dependant has a long-term care need if:

- They have an illness or injury (physical or mental) that requires, or is likely to require, care for more than three months
- They have a disability for the purposes of the Equality Act 2010
- They require care due to old age.

The Association acknowledges that people other than those listed above may also depend on a team member for assistance. Requests for time off in relation to these individuals should be made to the team member's manager and will be considered separately from requests for statutory carer's leave.

Team members are not required to provide evidence of their eligibility when requesting carer's leave. Requests for carer's leave for reasons other than those covered by the statutory right may result in an investigation and potential disciplinary proceedings.

Pay for Time Off
Time off for carer's leave is unpaid.

Requests for Carer's Leave
A request for carer's leave must be made in writing (team members can request assistance from the HR Representative, if needed) and must include:

- Confirmation that the team member is entitled to take carer's leave, specifying the person to be cared for
- Confirmation that the leave will be used to provide or arrange care for that person
- A statement that the team member has not exceeded their entitlement

- The dates for which the leave is requested, including specifying if the leave relates to part of a day.

The length of notice required for carer's leave is double the amount of time the team member plans to take off, or three days—whichever is longer.

Postponing Carer's Leave
The Association may decide to postpone a team member's request for carer's leave for up to one month if it is reasonably determined that taking the leave at the requested time would unduly disrupt the operation of the business. Every effort will be made to avoid postponement, but if it is necessary, the Association will consult with the team member to determine a new date. The rescheduled period of leave will be for the same length as the original request.

The Association will confirm in writing the reason for the postponement and the new agreed date of leave, no later than:

- Seven days after the team member's initial request or
- The earliest day or part-day of the original leave request.

Other Policies
Team members have a statutory right to take a reasonable amount of time off work to deal with emergencies involving their dependants. For emergency care situations, team members should refer to the Time off for Dependants Policy.

Entitlement to time off in the event of the loss of a child is outlined in the Parental Bereavement Leave Policy, including details on eligibility, pay during time off, and other available support.

If a team member wishes to request parental leave to care for a child, they should refer to the Parental Leave Policy.

Appendix 4: Flexible Working Policy

Policy Statement

The Association believes that its team members are its most valuable asset and is committed to attracting and retaining the best workforce, utilizing the full talent and experience within the community. The Association also recognizes that the workforce is becoming increasingly diverse, including a significant number of team members with caring responsibilities, as well as those whose interests and aspirations impact their time. The Association acknowledges that standard or established working hours may not be compatible with the increasing demand for a better work-life balance.

The Association recognizes the importance of helping team members balance their work and home lives by offering flexible working arrangements. However, it also acknowledges that staffing levels must remain in line with the demands of the business at all times.

This policy aims to highlight the ways in which flexible working can increase team member motivation, build better relationships between the Association and its team members, improve staff retention, reduce absenteeism, attract new talent, promote work-life balance, and reduce stress—ultimately improving the Association's efficiency, productivity, and competitiveness. The policy outlines the various types of flexible working available, noting both the benefits and potential drawbacks of each.

This policy applies to flexible working requests received by the Association on or after 6 April 2024. Requests received before this date that have not reached a conclusion will continue to be considered under the previous policy.

The policy considers the following options as types of flexible working, though the Association recognizes that there may be alternatives or combinations of these options that best suit an individual’s needs:

- Job-sharing
- Part-time working
- Annualised hours
- Compressed hours
- Flexitime
- Term-time working
- Swapping hours
- Working from home
- Career breaks
- Flexible shift working

The Business Need

While the Association is committed to offering flexible working options, both management and team members must recognize that not all flexible working arrangements will be appropriate for all jobs or departments within the business.

When a request for flexible working is made, the Association will consider several factors, including (but not limited to):

- The cost of the proposed arrangement
- The impact of the arrangement on service delivery
- The level of supervision required for the role
- The structure of the department and available resources
- Specific issues related to the department or team
- An analysis of the tasks specific to the role, including frequency and duration
- An analysis of the workload of the role

Eligibility
While the Association acknowledges that not all flexible working patterns will be suitable for every section of the workforce, there should be no arbitrary barriers to eligibility. Team members across all departments and levels within the Association will be considered for flexible working, irrespective of age, sex, sexual orientation, race, religion or belief, pregnancy, marital/civil partnership status, gender reassignment, or disability. However, there is no automatic entitlement for team members to switch to any flexible working pattern. Each request will be assessed individually, except where it is made as a reasonable adjustment under disability legislation, in which case it will be processed according to the relevant legal requirements.

Right to Request Flexible Working
Team members have the statutory right to request flexible working from the first day of their employment. They are permitted to make a maximum of two statutory flexible working requests within any 12-month period. A new request can only be made once a previous request has been concluded in full.

While the Association encourages flexible working arrangements, it must comply with legal obligations concerning the right to request flexible working. In certain situations, precedence may be given to team members who are eligible for this right under the statutory provisions.

The Application
To make a request for flexible working, team members must complete an application form, which can be obtained from their HR Representative. The application must:

- Be made in writing and clearly state that it is a request for flexible working
- Indicate whether a previous request has been made, and if so, specify when
- Detail the specific change requested and the date it should take effect
- Be dated

The application must also specify whether the request is being made as a reasonable adjustment under the disability provisions of the Equality Act 2010.

Procedure for Dealing with an Application
Consultation on the Application
Upon receiving a request, the Association will consult with the team member, unless it agrees in writing to the variation. The discussion will be scheduled at a

mutually convenient time and place, and alternative arrangements will be explored if the requested change cannot be approved as-is.

Notice of Decision
Once a decision has been made, the Association will notify the team member of the outcome. If the application is approved, the notice will specify the agreed-upon contract variation and the date it will take effect. If the request is declined, the notice will outline the reasons for refusal, referencing the specific grounds for refusal, and the appeal process will be detailed.

Right of Appeal
A team member may appeal the Association's decision to refuse a request. The appeal notice must be submitted in writing, outlining the grounds for appeal and the date.

The Association will discuss the appeal with the team member, unless the original decision is overturned, in which case a written notification will be provided detailing the new agreement and its effective date. If an appeal meeting is held, it will be scheduled at a time and place convenient for both parties.

After the appeal meeting, the team member will be provided with written notification of the decision, including an explanation if the refusal is upheld.

Acceptance of Variation
If the Association accepts a flexible working request, it will result in a permanent change to the team member’s contract, unless otherwise agreed. Once the change is made, there is no right for the team member to revert to previous terms and conditions. Further requests will count toward the maximum number allowed within the 12-month period.

Timescale
The Association will process and conclude a flexible working application within two months of submission, unless both parties agree in writing to an extension.

Accompaniment
At any meetings regarding a flexible working application, including appeal meetings, the team member is entitled to be accompanied by a colleague of their choice.

Conflicting Requests
In cases where multiple conflicting requests for flexible working are received, the Association may seek a compromise to accommodate all requests, possibly on different terms. If no compromise can be reached after consultation, the Association may use a random selection method to determine which requests will be granted.

Withdrawal of Application by Team Member
An application will be treated as withdrawn if the team member:

- Notifies the Association, either orally or in writing, that the application is withdrawn

- Fails, without reasonable cause, to attend a meeting to discuss the application or an appeal meeting more than once.

The Association will confirm in writing the withdrawal of the application, unless the team member has already provided written confirmation.

Employee Consultation/Participation
While some flexible working arrangements may be easy to implement on an individual level, others, such as flexitime or annualised hours, may impact larger sections of the workforce. Before such changes are implemented, the Association is committed to thorough consultation with team members and their representatives. Consultation may take the form of surveys, focus groups, and pilot schemes. The findings will be communicated to the workforce, along with any actions arising from the consultation.

Appendix 5: Holiday Policy

This holiday policy outlines the annual leave entitlements of our team members. Under the Working Time Regulations 1998, our team members are entitled to a minimum of 5.6 weeks of paid annual leave in each leave year. This entitlement includes any local public holidays that might occur throughout the holiday year.

Team members who work part-time hours, are entitled to a pro rata of holidays depending on the days and hours worked, and the balance will also be reflective of the date that the team member joined IBIA.

Authorisation and holiday year

All leave must be requested via the Breathe system (hereafter Breathe) and should be pre-authorised by the relevant manager. Once leave has been requested, approval from the manager must be sought prior to making any booking arrangements.

The holiday year runs from 1st January to 31st December. All annual leave should be taken within this period, however, should the full entitlement not have been taken within the annual leave year, there will be an option to carry forward a maximum of five working days.

For workflow continuity and teamwork fairness, holiday periods longer than 10 working days continuously will not normally be authorised, unless there is a special circumstance and a prior agreement has been made with the relevant manager.

Booking leave

Notice must be provided for all requests to take leave. Applications should be submitted using Breathe, and we would ask for no less than 1 months' notice for leave of 5 working days and above.

Breathe will provide a notification via email to confirm whether the request has been approved.

A team member should not make any firm travel or accommodation arrangements, etc until they have received written confirmation that the request for leave has been granted. There may be circumstances where we are unable to grant the request, such as operational/staffing requirements. We are not liable for any loss incurred, such as lost deposits, etc, where those costs and commitments have been made prior to receiving confirmation.

Organisational requirements

We may reasonably require a team member to take annual leave without prior notification for reasons which will be explained to the team member at the time.

We may ask a team member to cancel any previously agreed leave. There may be various reasons for this, such as operational or staffing issues or business commitments that require the team member's presence. We recognise the inconvenience that this may cause and, therefore, understand that the team member may refuse this request.

We will make a decision on whether, where the cancellation is agreed and the team member suffers a financial detriment, e.g. lost deposits, etc, the team member is to be reimbursed.

Public holidays
Due to the needs of the business, it may be necessary for a team member to work on a public holiday. Where this happens, the team member will be entitled to take a day's leave at another time in the leave year to be agreed with the relevant manager in accordance with business needs.

Holiday pay
During annual leave, normal pay will be received.

New starters and pre-booked leave
During the recruitment process, prospective team members may be asked whether they have any leave booked that would take place after commencement of employment. If the individual is recruited, we will normally allow such leave to be taken.

The rules on accrual of annual leave may mean that the team member has not, at the time that leave is to be taken, accrued such length of leave to cover the holiday. In this case, the relevant manager will agree with how any time off in excess of accrued leave will be covered.

Holidays and sickness
The normal sickness notification procedures will apply when a team member is on leave and wishes to reallocate the period of leave as sickness. Where such notification is received, we may permit those days to be classed as sick days and equivalent time off taken as paid leave later in the leave year provided the leave falls within the statutory minimum entitlement. The days on which the leave is to be taken must be agreed with the relevant manager.

Family leave
A team member may be entitled to either maternity, paternity, adoption or shared parental leave, or other such leave in relation to family/dependants depending on the local laws and regulations.

For instance in UK law, annual leave will continue to accrue during periods of family leave and, as part of a pre-leave meeting that will be arranged between the team member and the relevant manager, a discussion will take place covering when annual leave is taken.

Untaken annual leave
We encourage our team members to use all leave entitlements each year so that there is the opportunity to rest, and refresh. Team members will be given reasonable opportunity to take leave, and they should ensure that they take at least four weeks' annual leave in each leave year.

Ordinarily, untaken leave cannot be carried forward into the next leave year and will be lost. Approval must be sought from the relevant manager if any annual leave is wished to be carried forward into the next leave year. The manager has sole discretion to permit or decline this, subject to the provisions on sickness

below._Up to five working days of annual leave can be carried over to the next leave year but it must be taken within the first quarter of the next leave year.

Ordinarily, we will not permit payment in lieu of annual leave unless exceptional circumstances apply. In every case, payment in lieu of the statutory minimum entitlement will not be permitted.

Untaken leave due to sickness absence
If sickness means that a team member cannot take full leave entitlement in a leave year, some of the leave may be carried over to the next leave year. This is usually limited to a maximum of four weeks' leave, minus any leave already taken (including public holidays) and can be carried forward up to a maximum of 18 months following the end of the leave year in which it was accrued.

Untaken leave due to family leave
If a team member is absent due to either maternity, paternity, shared parental, parental bereavement, adoption or parental leave, any leave accrued in an annual leave year that has not been taken due to an absence during this type of leave, will be carried over into the next annual leave year.

Termination of employment
When employment terminates part way through a leave year, the leave entitlement will be recalculated on a pro rata basis. This will determine the amount of leave the team member would be entitled to, for the period of service during the leave year.

Any outstanding leave accrued but untaken will be paid to the team member in their final pay. This is unless it has been agreed with the relevant manager that the outstanding leave should be taken during the notice period. Otherwise, the amount due for outstanding leave will be added to the team member's final pay.

If the pro rata entitlement to holidays has been exceeded at the time the team member leaves their employment, this will be classed as an overpayment and an amount to cover this will be deducted from the final pay, subject to the maximum that the team member's final pay permits.

Appendix 6: Performance Improvement Policy

1. Purpose

A Performance Improvement Plan is set to help team members succeed in meeting their own goals and those of IBIA. A Performance Improvement Plan is developed via the Performance Improvement Procedure.

We believe that we should operate a fair and consistent approach to the enforcement of performance standards throughout the organisation. We believe the fairest way to handle any issues relating to performance is to provide a well-structured performance improvement procedure to encourage all staff to maintain the company's standards on performance.

This procedure is not contractual, but it aims to improve the performance of those whose performance is considered to have fallen below the standard needed. The emphasis is on encouraging improvement and supporting the individual to enable them to achieve the required standard of performance.

Whilst not the main purpose of this policy and procedure, the outcome may be dismissal if the team member fails to achieve and maintain a satisfactory level of performance having been given appropriate learning and development opportunities (whether training courses or on the job coaching) and time in which to improve.

2. Scope

All staff.

3. Related Policies and Procedures

Grievance Procedure

4. Principles

The team member has the following rights in relation to any Performance Improvement action:

- To be informed of any allegations of poor performance that is to be discussed at any performance review meeting or hearing.
- To be accompanied by a work colleague or an accredited trades union official in any improvement discussion.
- To appeal against any performance improvement action.

5. Stages in the Procedure

The following table shows the management level at which decisions can be made at each stage of the procedure.

	Level of Warning	**Management Authority**
Informal	Verbal Warning	Manager
Stage 1	First Written Warning	Manager
Stage 2	Final Written Warning	Manager
Stage 3	Dismissal with notice	Executive Director

6. Operating the Policy

6.1 Informal Action

In the first instance performance issues will be dealt with informally between the manager and the employee. This is part of day-to-day management and is intended to ensure that an employee is aware of what is expected of them and to prevent problems arising that might need performance management. If there are issues that need to be addressed, targets should be set and a timescale set for a review. If this fails to deliver the necessary improvement in performance, formal action under Stage One of this policy and procedure will follow.

6.2 Formal Action – Stage One

The manager will arrange a meeting with the team member. The objective will be to:

- Set out why and in what way the company standards have not been met.
- Provide an opportunity for the team member to explain poor performance and ask any questions.
- Discuss measures, such as additional training or supervision, which may improve the performance.
- Set targets and a timescale for improvement and a review (a fair timescale for improvement will normally be around 1 month).

The team member will be:

- Given written notification of the meeting, time and location, as well as a summary of the performance issues and the purpose of the meeting.
- Given at least two working days' notice of the meeting.
- Informed that a fellow employee or a trades union representative may accompany. This meeting can be postponed by up to 5 working days if the companion is unable to attend.

At the end of the Stage One meeting:

- The manager will reconfirm the performance standards required and agree a clear performance improvement plan designed to achieve them.

Following the Stage One meeting:

- The team member will be given a copy of the performance improvement plan together with a first written warning, setting out the areas discussed and the consequences of failing to improve within the review period.
- A copy of the written warning will be placed ontheir personnel file and will remain on file for 12 months.
- It will be made clear to that if under performance persists and the requirements of the agreed plan are not met then the next stage of the procedure may be invoked.
- The team member will be informed that they have the right to appeal.

6.3 Formal Action – Stage Two

The manager will arrange a meeting. The objectives will be to:

- Explain why and how the manager considers the required standards have not been met. The manager will make clear where the issues are and the reason for entering Stage Two of the process.

- Provide an opportunity for to explain the poor performance and ask any relevant questions.
- Discuss measures, such as additional training or supervision, which may improve performance.
- Set targets and a timescale for improvement and a review (a fair timescale for improvement will normally be around 1 month).
- Make any necessary changes to the Performance Improvement Plan. The adjustments will be agreed at this stage.

The team member will be:

- Given written notification of the meeting, time and location, as well as a summary of the performance issues and the purpose of the meeting and the fact that Stage Two of the procedure is being invoked.
- Given at least two working days' notice of the meeting.
- Informed that the team member may be accompanied by a fellow employee or a trades union representative. This meeting can be postponed by up to 5 working days if the companion is unable to attend.

At the end of the Stage Two meeting:

- The manager will reconfirm the performance standards required and agree a clear performance improvement plan designed to achieve them.

Following the Stage Two Meeting:

- The team member will be given a copy of the performance improvement plan, amended if appropriate to consider any mitigating circumstances, together with a final written warning setting out the areas discussed and the consequences of failing to improve within a review period.
- A copy of this warning will go in thepersonnel file and remain there for 12 months. If there is a slip back to a level of unsatisfactory performance during this period then the procedure will recommence at Stage Three.
- It will be made clear to that if under-performance persists and the requirements of the agreed plan are not met then the next stage of the procedure may be invoked, which may lead to dismissal.
- The team member will be informed that they have the right to appeal.

6.4 Formal Action – Stage Three

At this stage of the procedure the manager will arrange a meeting with the team member, their companion and a nominated person for the purposes of reviewing the issues and the employee performance against the Performance Improvement Plan.

The team member will be:

- Given written notification of the meeting, time and location, as well as a summary of the performance issues and the purpose of the meeting and the fact that Stage Three of the procedure is being invoked.

- Given at least two working days' notice of the meeting.
- Informed that they may be accompanied by a fellow member of staff or a trades union representative. This meeting can be postponed by up to 5 working days if the companion is unable to attend.
- Advised that dismissal may result from any Stage Three performance improvement hearing.

If the manager is satisfied that the team member has been provided with the appropriate training and support but have persistently failed to achieve the required standards of performance and, on reasonable belief, is unlikely to achieve them in future, then the decision is likely to be dismissal. However, the manager may consider, depending on the circumstances, voluntary downgrading or voluntary salary reduction as an alternative to dismissal.

If the manager finds that the requirements of the Performance Improvement Plan were unreasonable, that the team member has received insufficient training or there were mitigating circumstances, they can extend the process for a maximum of 3 months. If the decision is to extend then the team member will be informed in writing and the letter will include a date upon which the extension expires and the dates of regular performance reviews involving the team member and their manager.

If at the end of the extended period, the performance standards have not been achieved then dismissal with notice will be the likely outcome. Following the dismissal, or any other outcome, there will be the right to appeal.

7. Appeal Process

If the team member wants to appeal at any stage of the procedure, they should do so in writing stating the grounds of the appeal, to the appeal manager named in the letter informing the team member of the outcome of that stage. This must be done within 5 working days of receipt of the letter. The original sanction will not be suspended pending the outcome of the appeal.

At the appeal hearing the team member has the right to be accompanied and will be given the opportunity to state the grounds of the appeal.

The manager hearing the appeal will consider facts and speak to such people who he/she feels fit. The manager hearing the appeal will not consult with the manager who took the original decision except where necessary to clarify facts. An appeal would not normally involve a reinvestigation of the facts that formed part of the initial hearing but would generally focus on specific issues that could include:

- New information relevant to the case that was not previously available;
- Evidence that the policy or procedure has not been followed; or
- Evidence that the decision is unreasonable.

The manager hearing the appeal will consider the merits of the appeal in private before reaching a decision. Having made the decision, the team member will be notified verbally as soon as possible, and the decision will be confirmed in writing within 5 working days.

If there is a complaint against the behaviour of any manager during the Performance Improvement Procedure, then this may be raised as a grievance with a more senior manager under the grievance resolution procedure.

Appendix 7: IBIA's delegation in IMO Meetings
Rules and conditions for IBIA members participation in IMO meetings as part of IBIA's delegation

IBIA has consultative status at the IMO and being a United Nations body it is emphasised that during the meetings you will be participating as part of IBIA's delegation and as such need to act in an appropriate way at all times. The following rules and conditions apply:

1. When attending in-person the member must not engage with other delegates in any way that can be considered or mis-construed as lobbying;

2. Under no circumstances are verbal interventions to be made during meetings unless pre-authorisation is given by the IBIA Representative to the IMO and/or Executive Director;

3. Under no circumstances is engagement with IMO Secretariat permitted both during and before/after meetings unless pre-authorisation is given by the IBIA Representative to the IMO and/or Executive Director;

4. The IBIA Representative to the IMO is to be respected at all times and should he/she consider any behaviour towards them to be harassment and/or bullying then the IBIA member's registration will be suspended immediately; and

5. Any behaviour considered detrimental to IBIA's status as a consultative organisation to the IMO will be reported to the Executive Director and/or Board and the member's future participation in IMO meetings may be prevented.

Appendix 8: KYC Policy and Procedure
Know Your Customer (KYC)

Purpose

IBIA is committed to maintaining high standards of integrity, transparency, and compliance. This KYC Policy sets out a proportionate, risk-based approach to due diligence on new IBIA members.

The **objective** is to protect IBIA, its members, and its reputation from exposure to sanctions breaches, fraud, money laundering, terrorist financing, or other serious compliance risks.
This policy is designed to be practical, non-intrusive, and aligned with industry best practice, not a regulatory burden on members.

Scope

All new applicants for IBIA membership or where risk indicators arise.
Secretariat-led checks and governance oversight
IBIA is not a regulated financial institution and does not duplicate banks' or members' own KYC processes.

Risk-Based Approach

IBIA applies a tiered, risk-based approach:
- Low-risk members: standard checks at onboarding and renewal
- Higher-risk members: enhanced checks
(e.g. high-risk jurisdictions, complex ownership, sanctions exposure)
The level of information requested will be proportionate to the risk identified.

Membership Application – Minimum Information Required

All membership applicants must provide the following as part of the application process:
1 Corporate Information

- Legal entity name
- Registered address and country of incorporation
- Company registration number
- Website (if applicable)
- Nature of business / role in the marine fuels or shipping value chain

2 Directors and Management

- Names of directors and/or senior management

3 Ownership / UBO

- Confirmation of ultimate beneficial owner(s) (UBO)

** UBO definition: any individual owning or controlling 25% or more of the entity, or otherwise exercising control*
IBIA will not normally request personal identification documents unless enhanced due diligence is required.

4 Sanctions and Compliance Declaration
Applicants must confirm that:
- Neither individual applicants nor corporate applicants are knowingly engaged in illegal activities

- Individual applicants, and where the applicant is a corporate entity, the company, its directors, senior management and Ultimate Beneficial Owners (UBOs), are not subject to applicable international sanctions

Verification and Screening
1 Use of a KYC Platform
IBIA to use a KYC Platform as its primary due diligence tool, providing:
- Company verification using trusted global data sources
- Sanctions, Politically Exposed Person (PEP), and adverse media screening
- Ongoing monitoring and alerts where required
The proposed tool is a KYC Platform. The platform offers a cost-effective, recognised, and industry-appropriate solution, avoiding duplication and unnecessary administrative burden for members.

2 Internal Review
The IBIA Secretariat will:
- Review application information for completeness
- Conduct screening via the KYC Platform or equivalent tools
- Escalate any material concerns to the ExCo

Enhanced Due Diligence (EDD)
EDD may be applied where risk indicators arise, including:
- High-risk jurisdictions
- Complex or opaque ownership structures
- Sanctions or adverse media hits
EDD measures may include:
- Clarification of ownership or control
- Additional explanations or confirmations
- Request personal identification documents
- Temporary deferral of membership approval pending review

Data Protection and Confidentiality
- All KYC information will be handled confidentially
- Data will be used solely for membership and governance purposes
- IBIA will comply with applicable data protection principles

Governance and Oversight
KYC Responsibility
- Overall responsibility rests with the Executive Director
- Day-to-day administration is handled by the Secretariat

Review of Policy
This policy will be reviewed every two years or earlier if required.