

Landward Research

FLEXIBLE WORKING POLICY



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1 Introduction

This policy aims to encourage staff members to consider flexible working arrangements.

Landward Research recognises that a better work-life balance can improve employee motivation, performance and productivity, and reduce stress. Therefore we want to support its staff members in achieving a better balance between work and their other priorities, such as caring responsibilities, leisure activities, further learning and other interests.

Landward Research is committed to agreeing any flexible working arrangements, provided that the needs and objectives of both the organisation and the employee can be met.

It is Landward Research's policy to encourage open discussion with staff members. Any staff member that thinks they may benefit from flexible working is encouraged to talk to their line manager about the options.

2 Scope

This procedure applies equally and fully to Landward Research Ltd and to all subsidiary companies of Landward Research Ltd (on 20th January 2022: Landward Research Teoranta, Landward Limited Liability Company and Landward Limited).

3 What Is Flexible Working?

Flexible working is any type of working arrangement that gives some degree of flexibility on how long, where and when a staff member works.

The following flexible working options are considered to be the typical arrangements that staff members might request, but Landward Research recognises that there may be alternatives or a combination of options which are suitable to both the organisation and the staff member:

- Annualised hours
- Compressed hours
- Flexitime
- Home-working

- Job-sharing
- Part-time working
- Term-time working

3.1 Types Of Flexible Working

- **Annualised hours** where a staff member's contractual working hours are calculated as the total number of hours to be worked over the year, allowing flexible working patterns to be worked throughout the year.

Usually the hours will be divided into rostered hours, which are set, and unallocated hours, when a staff member can be called into work as demand dictates (and to cover unplanned work and employee absence). Payment will be in 12 equal instalments (although arrangements may be permitted where the pay for the work actually done is in the period to which the payment relates).

- **Compressed hours** is where a staff member works their usual full time hours in fewer days by working longer blocks meaning that there is no reduction in their pay. For example, a 5-day week is compressed into four days, or a 10-day fortnight into 9 days.
- **Flexitime** allows a staff member to choose, within certain limits, when to begin and end work. The staff member might be required to work during a core time and must work an agreed number of hours during the accounting period of a month. They should record their hours of attendance and provide the CEO with the total hours worked at the end of each accounting period.

An employee can carry over an excess of up to 12 hours or a deficit of up to 8 hours from one accounting period to another. A deficit of hours should be made up in the following accounting period. Excess hours should be taken as additional leave (flexi-leave), subject to a maximum of two full days in any accounting period. Additional leave should be requested and agreed with the line manager.

- **Home-working** is when a staff member regularly carries out all, or part of, their duties from home rather than the employer's premises. All Landward Research staff members work from home as standard.
- **Job-sharing** is an arrangement where a full-time post is divided into two part-time roles. The two job holders then share the overall duties and

responsibilities. Their skills and the hours each staff member wishes to work must be compatible, and meet the needs of the organisation.

Pay and benefits are shared in proportion to the hours each works. Job sharing can be considered where the creation of a single part-time post is difficult, or where two individuals wish to work part-time. The suitability of posts for job-sharing will be stated in any internal or external advertisements.

- **Part-time working** covers any arrangement where a staff member is contracted to work anything less than typical full time hours for the type of work in question. For example, a staff member who only works Monday to Wednesday.

All posts will be available on a part-time basis, except where a critical examination by line management proves this to be impracticable. The suitability of posts for part-time working will be stated in any internal or external advertisements.

- **Term-time working** is where a staff member reduces their hours or takes time off during any school holidays. Any weeks above their annual leave entitlement will be unpaid. Salary can be paid in 12 equal monthly instalments (although arrangements may be permitted where a staff member is only paid for the time worked and receive no pay during the holidays apart from their entitlement to annual leave).

4 The Needs Of The Organisation

Landward Research is committed to providing a range of appropriate working patterns. Staff members and management need to be realistic and to recognise that not all flexible working options will be appropriate for all roles.

Where a flexible working arrangement is proposed Landward Research will need to take into account a number of criteria including (but not limited to) the following:

- The costs associated with the proposed arrangement
- The effect of the proposed arrangement on other staff
- The need for, and effect on, supervision
- The existing structure of the department
- The availability of staff resources
- Details of the tasks specific to the role
- The workload of the role

- Whether it is a request for a reasonable adjustment related to a disability
- Health and safety issues

5 Eligibility

Any employee with at least 26 weeks of employment service has a statutory right to request flexible working.

However, Landward Research has taken the view that staff members in all areas, and at any level, are entitled to submit a request for flexible working regardless of their length of service.

Applicants for all roles at Landward Research are encouraged to discuss flexible working options during the recruitment process.

6 Submitting A Flexible Working Request

A staff member is entitled to submit two flexible working requests in a 12 month period (a staff member is entitled to additional requests if they relate to a statutory entitlement, for example the Equality Act 2010 right to request reasonable adjustments).

All requests must be made by email to the line manager. Any request made must include:

- The date of the application
- The changes that the staff member is seeking to their terms and conditions
- The date from when the staff member would like the proposed change to come into effect
- What effect the staff member thinks the requested change would have on the organisation
- How, in their view, any such effect could be dealt with
- Whether this is a statutory or non-statutory request
- Whether a previous application for flexible working has been made and the dates of any previous applications.

If the staff member is making the request in relation to the Equality Act, e.g. as a reasonable adjustment relating to a disability, this should be made clear in the application.

If an application does not contain all of the required information the line manager will explain to the staff member what additional or amended information they need to provide and ask the staff member to resubmit the request.

6.1 Meetings Regarding Flexible Working

Upon receiving a written request for flexible the line manager will usually seek to arrange a meeting with the staff member to discuss the request and find out more about the proposed working arrangements and how it could be of benefit to both the staff member and Landward Research.

If a meeting is arranged it will be held within 28 days of the line manager receiving the request. This time limit may be extended with the agreement of both the staff member and HR.

The staff member will be given advance notice of the time, date and place of the meeting. If the initial date is problematic then one further date will be proposed.

At the meeting the staff member may, if they wish, be accompanied by a workplace colleague or a trade union representative.

If the staff member fails to attend a meeting and then fails to attend a rearranged meeting without good reason, their application will be deemed to have been withdrawn.

Where a request can, without further discussion, be approved as stated in the staff member's written application a meeting to discuss the request may not be necessary. The staff member will be informed of the line manager's agreement to the request by a confirmation letter as outlined in the section 'Responding to a flexible working request' within 28 days of the line manager receiving the request. This time limit may be extended with the agreement of both the line manager and HR.

6.2 Responding To A Flexible Working Request

The line manager will consider the proposed flexible working arrangements, looking at the potential benefits and adverse effects to the staff member and to Landward Research in implementing the proposed changes.

Each request will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the right for another staff member to be granted a similar change to their working pattern.

The staff member will be informed in writing of the line manager's decision as soon as is reasonably practicable, but no later than 14 days after the meeting. The request may be granted in full, in part or refused. The line manager may propose a modified version of the request, the request may be granted on a temporary basis, or the staff member may be asked to try the flexible working arrangement for a trial period.

If the request is agreed then the staff member will be sent a confirmation letter which will include details of the new arrangements. The staff member should contact their line manager within 14 days if they wish to discuss the new arrangements further, or have any concerns.

6.3 Right To Appeal Decision

The staff member has the right to appeal the decision if their request is refused or is only agreed in part.

The staff member may lodge an appeal within 14 days of being notified of a decision on their application. This should be done in writing and clearly state the grounds on which they are appealing. The appeal will be heard within 14 days.

The staff member will then be informed of the outcome to their appeal within 14 days of the appeal meeting. These time limits may be extended with the agreement of both the staff member and HR.

6.4 Trialling New Working Arrangements

Where there is some uncertainty about whether the flexible working arrangement is practicable for staff member and/or Landward Research a trial period may be agreed. If a trial period is arranged Landward Research will allow sufficient time for

the staff member and their manager to implement and become used to the new working practices before taking any decisions on the viability of a new arrangement.

7 Varying An Employee's Contract

Where flexible working practices are agreed as a permanent change, a variation may need to be made to the staff member's contract of employment. A new contract of employment will be sent to the staff member within 28 days of the change to the staff member's working pattern being agreed.

If the staff member has any questions or concerns about the new contract of employment they should contact their line manager to discuss the matter further.

Where a trial period has been arranged Landward Research will provide the staff member with a document that details their new working pattern and makes clear that it is only a temporary variation to the terms of their contract. The staff member will be informed in writing of the start and end dates of the trial period (although Landward Research may reduce or lengthen the trial period where necessary with the agreement of the staff member). Landward Research will reserve the right, at the end of the agreed trial period, to require the staff member to revert to their previous working arrangement.

8 Complaints And Further Information

Landward Research is strongly opposed to any form of victimisation of individuals who work, or request to work under flexible working arrangements.

If a staff member feels that they have been treated unfairly or are dissatisfied with any stage of the flexible process, they should raise their concerns informally with their line manager.

If informal discussions do not resolve the matter to the staff member's satisfaction, they should raise a grievance under Landward Research's grievance procedure.

For further information a staff member should refer to the documents listed below and/or contact HR.

9 Other Related Documentation

Where necessary, this policy should be read in conjunction with other Landward Research Policies, such as:

- Code of Conduct
- Equity, Diversity, and Inclusion Policy
- Parental Leave Policy
- Home Working Policy

Relevant Legislation:

Employment Rights Act 1996

Equality Act 2010

Flexible Working Regulations 2014

10 Review

Landward Research will review this policy on an ongoing basis and carry out a formal review not less than every 3 years. Such review shall take into account the operation of the Policy since the last formal review, any legal or regulatory developments, an assessment of current best practice and any other relevant information.