



KAIZEN  
WORKFORCE SOLUTIONS

# COLLEAGUE HANDBOOK

2024





KAIZEN  
WORKFORCE SOLUTIONS

*This handbook is not intended as an exhaustive compilation of the Company's expectations, but rather it provides information on certain policies and benefits which are currently in effect.*

*These policies may be modified or supplemented, as part of our continuous effort to improve operations and to make Kaizen Workforce Solutions a great place to work. As such we make you aware that Kaizen Workforce Solutions may revise, add or delete any policies, procedures or benefits at the Company's discretion.*

*We look to the future with confidence, and we hope that your employment with Kaizen Workforce Solutions, and our clients, will bring professional satisfaction and growth throughout the coming years.*

*Thank you for being part of our team*

**Should you wish to enquire about additional policies not included in this Handbook, please contact our HR Department.**



KAIZEN  
WORKFORCE SOLUTIONS

### **Acknowledgement of Receipt of Kaizen Workforce Solutions Employee Handbook**

*I acknowledge that an electronic copy of the Kaizen Workforce Solutions Employee Handbook and applicable supplements outlining the policies and procedures of Kaizen Workforce Solutions have been made available to me.*

*I acknowledge that it is my responsibility to read and understand the information contained in this handbook and applicable supplements as appropriate and to follow the policies and procedures of the Company, both now and in the future.*

*Where language support is necessary I will engage Kaizen Workforce Solutions Team to provide such support where possible to ensure my full understanding as is my responsibility.*

*If I have any questions, I understand that I should contact my Account Manager. Where no query is raised to my Account Manager, in writing, within three working days of receipt of this document I accept that Kaizen Workforce Solutions will assume this document and all outlined policy accepted.*

I AGREE TO FOLLOW THE POLICIES AND PROCEDURES OF THE COMPANY. FAILURE TO DO SO WILL RESULT IN APPROPRIATE MANAGEMENT PROCESS IN LINE WITH POLICIES REFERENCED HEREIN

*As of its issue date, this handbook replaces all previously distributed editions. Any policy contained in any previous handbook which does not appear in this edition, or is different from the information provided in this edition, may be rendered invalid.*

*This handbook is the property of Kaizen Workforce Solutions. All information contained within this handbook is for Kaizen Workforce Solutions and its employees only and must not be distributed to non-employees.*



**KAIZEN**  
WORKFORCE SOLUTIONS

## **CONTENTS**

---

### **Our Core Values**

### **Our Expectations**

### **General Policies and Practise**

- **Equal Opportunities**
- **Code of Conduct**
- **Confidentiality**
- **Use of Kaizen Equipment and Facilities**
- **Company and Personal Property**
- **Safe Working Environment**
- **Dress Code**
- **Time Keeping**
- **Tea/Coffee Breaks**
- **Rest Periods**
- **Smoking**
- **Changes in Personal Information**
- **Management of Work Related Certification/Documentation**
- **Incidents/Accidents at Work**
- **Illegal Substances and Intoxicants**
- **Search and Substance Testing**

### **Grievance Policy**

### **Disciplinary Policy**

### **Gross Misconduct**

### **Termination of Employment**

### **Bullying and Harassment**

### **Leave Entitlements**



**KAIZEN**  
WORKFORCE SOLUTIONS

## **OUR CORE VALUES.....**

### INSPIRE...

---

- At Kaizen we hold our people at the heart of what we do and develop our colleagues to pursue excellence by embracing their individual talents
- We invest in the individual, equipping them to perform as a part of an effective team.
- We identify and deploy programmes focussed on employee wellness and capability, supported by leadership that are committed to employee engagement, active listening, coaching, collaboration and trust.

### INNOVATE...

---

- At Kaizen we consciously remove traditional barriers and hierarchal frameworks to build an agile environment where all colleagues are empowered to meet and exceed expectations in their unique way.
- We embrace team diversity, constantly expanding our knowledge base and considering operational practises from other industries and countries, anchoring innovation at the core of what we do
- Our leadership embed a culture of transformation encouraging interpersonal and professional risk taking driving the willingness to safely challenge the status quo.



KAIZEN  
WORKFORCE SOLUTIONS

## IMPROVE...

---

- We are crazy about feedback, constantly seeking and utilising this to drive ourselves, our business, and our clients forward.
- Our people are our powerhouse, elevating performance through purpose driven, consistent and bounded teams.
- We encourage our colleagues, at all levels, to challenge the As Is State identifying and deploying improvements to time, cost and quality.
- At Kaizen we aspire to partner with our colleagues and clients to share best practise and promote mutual growth.



**KAIZEN**  
WORKFORCE SOLUTIONS

## **OUR EXPECTATIONS.....**

### **BE PROFESSIONAL**

---

At all times staff are to present and behave in a professional manner maintaining respect for colleagues, customers and company property. You are responsible for your own desk, you need to be able to manage situations in a professional manner, achieve targets, be honest, loyal to customers and Kaizen, customer focused, people focused, and aim to establish long term relationships, industry knowledge, develop insight regarding the marketplace and provide a personalised service.

### **BE A BRAND AMBASSADOR**

---

Be driven to continuously improve Kaizen, your department and yourself. Be willing to make a mistake or fail to grow and learn, we encourage you to speak up with new ideas and solutions to support company growth and develop your leaning as an individual.

### **BE PRO-ACTIVE AND RESULTS DRIVEN**

---

We are a solution-based company, we are pro-active in providing solutions. We always demand a positive attitude in everything you do. We work together as a team to deliver service excellence. We support one another and our approach should always be positive and collaborative.

### **BE A RESPECTFUL TEAM PLAYER**

---

A team player in the workplace ensures that they do not only concentrate on their work but offers general support to colleagues, treats those around them with respect and shows commitment in achieving the overall goals of the organization



**KAIZEN**  
WORKFORCE SOLUTIONS

## **GENERAL POLICIES AND PRACTISE...**

### EQUAL OPPORTUNITIES

---

Kaizen Workplace Solutions policy dictates that all staff and potential staff have equality of opportunity regardless of gender, marital status, family status, sexual orientation, religious belief, age, disability, or race.

Selection for employment and advancement is on the basis of ability, qualifications and suitability for work, and in accordance with Kaizen Workforce Solutions criteria.

Where applicable, this applies to recruitment, promotion, training and other benefits and facilities. All employees are required to comply with this policy and are responsible for ensuring its practical application. Breach of any aspect of the Equal Opportunities Policy will be treated as misconduct under the organisation's disciplinary procedure.

*Kaizen Workforce Solutions is an equal opportunity employer. It is the Company's policy to provide equal employment opportunity to all qualified persons without regard to race, sex (including pregnancy, childbirth and related medical conditions), religion, colour, age, national origin, disability, citizenship, sexual orientation, gender identity or any other characteristic protected by legislation.*

### CODE OF CONDUCT

---

It is the policy of Kaizen Workforce Solutions that each staff member, on appointment, shall sign an undertaking to perform his/her duties in accordance with - statutory functions and policy, and shall ensure that no conflict arises between the interests of Kaizen Workforce Solutions and his/her own interests.

Each staff member is required to exercise integrity, honesty, diligence and appropriate behaviour in all their business activities with or on behalf of Kaizen Recruitment.





# KAIZEN

WORKFORCE SOLUTIONS

As a rule, the acceptance of monies or gifts is not permitted. The acceptance of minor tokens of appreciation such as flowers, chocolates, etc. is allowed. In case of doubt, staff members should consult their manager.

## CONFIDENTIALITY

---

You may not divulge any information of a confidential nature relating to the company or any associated companies or their business during or after your employment, except in the proper course of your employment or as required by law.

In some cases, as deemed appropriate, you may be required to complete a confidentiality and/or Non-disclosure agreement.

## USE OF KAIZEN EQUIPMENT AND FACILITIES

---

- Staff may not make personal use of Kaizen Workforce Solutions or client facilities without the permission of their direct line or superior manager.
- Protracted personal telephone calls are not permitted.
- Email and Internet are business resources - personal use is strictly prohibited. This applies also to playing computer-games.
- You must have no expectation of privacy in anything you create, store, send or receive on the email / Internet system. In order to ensure their proper use your emails will be monitored occasionally and without prior notification.
- Storing jokes, pictures, chain-mails received by email or downloaded from the Internet is strictly prohibited. These mails use up valuable storage space on company servers. In addition, viruses are spread this way, and this can lead to loss of work, downtime and other IT problems.
- Mails sent from work reflect the image and reputation of Kaizen Workforce Solutions or client and therefore must always be both appropriate and professional in content.
- Email attachments are the most common way of spreading computer viruses. You must take great care when opening these; never open an attachment



KAIZEN  
WORKFORCE SOLUTIONS

received from an unknown source. If in doubt, contact your direct line manager.

- An email should be regarded as a formal written letter. Therefore, any defamatory or careless remarks can have serious consequences as can indirect innuendo. In line with the Kaizen Workforce Solutions policies on Bullying, Harassment and Sexual Harassment the use of sexist, racist or any other personally offensive material or remarks is strictly prohibited. Should you receive any offensive, unpleasant or intimidating messages via email you are requested to bring these to the attention of your manager without delay.
- Particular care must be taken when sending confidential or sensitive information. When in doubt please consult your manager. Where important to do so you should obtain confirmation that the recipient has received your mail.
- Care should be taken when attaching documents. Staff should be mindful of copyright laws in relation to forwarding documents. Forwarding or copying messages or attachments belonging to another user may only be done with the permission of the originator.
- Any important or potentially contentious correspondence received should be printed out and retained (i.e., confirmation of orders etc.)

## COMPANY AND PERSONAL PROPERTY

---

Documents, information, stationary, computer and other equipment, original and copy materials, tools, keys, security access information and other property are supplied to enable you to carry out your job. These items remain the property of Kaizen Workforce Solutions and/client and must be returned accordingly on demand and/or when leaving the organisation.

You are responsible for the security and maintenance of these valuable items. If an item in your possession such as a phone is damaged the cost of repair is your responsibility.

Failure to return Kaizen Workforce Solutions, or client, property when asked may result in Kaizen Workforce Solutions deducting the replacement value from your salary.



KAIZEN  
WORKFORCE SOLUTIONS

While every effort is made to safeguard staff property Kaizen Workforce Solutions and/or client does not accept responsibility for any loss or damage to personal property brought into or left on the premises

### SAFE WORKING ENVIRONMENT

---

Kaizen Workforce Solutions is committed to providing a safe working environment for all employees and visitors. Kaizen Workforce Solutions recognises that maintenance of safe and healthy working practices is an essential part of the duties of all management and employees positioned within Kaizen Workforce Solutions and/or client organisations. It is recognised that to have an effective health and safety system, Management must view health and safety as an integral part of their role and an ongoing responsibility.

Where any individual engaged in the course of fulfilling the duties as an employee of Kaizen Workforce Solutions has used threatening behaviour towards an employee this information, with evidentiary material where possible, should be flagged to their respective Kaizen Workforce Solutions line manager and/or Kaizen Workforce Solutions Account Manager for recording and responses where feasible.

All employees must be aware that if, at any stage during a customer visit, they feel unsafe they should report this to their immediate line manager who in turn must report this incident to human resources for recording purposes.

Employees should never give out their home telephone number or any personal details, which may be deemed, unrelated to their current job.

### DRESS CODE

---

At all times you are required to wear the appropriate PPE while onsite, and while based in offices present in a professional manner

### TIME KEEPING

---

Kaizen Workforce Solutions will use appropriate means to record attendance. Employees should be at their place of work, ready to start work per stated starting time. The company attach great importance to punctuality. Disciplinary action may be taken where



KAIZEN  
WORKFORCE SOLUTIONS

punctuality presents as a challenge for any colleague within Kaizen Workforce Solutions and/or client organisations

### TEA/COFFEE BREAKS

---

Tea/Coffee breaks are in accordance with the Organisation of Working Time Act 1997. These breaks may be taken in the designated area.

### REST PERIODS

---

All employees must have a rest break of 11 consecutive hours per day and a weekly rest break of 24 consecutive hours. The 48-hour net maximum working week can be averaged over a four-month period.

### SMOKING

---

Smoking can only take place in the appropriate areas as designated by Kaizen Workforce Solutions and/or our client organisations while on their premises. E-cigarettes are also not permitted indoors. All smokers must adhere to Smoking Policy onsite in designated areas.

### CHANGES IN PERSONAL INFORMATION

---

Every employee is responsible for providing his or her Kaizen Account Manager – and client manager as appropriate – with any changes in personal information that could affect company benefits or records.

### MANAGEMENT OF WORK RELATED CERTIFICATION

---

Every employee is responsible for providing his or her Kaizen Account Manager – and client manager as appropriate – with any updates to certification/documents required under law in the fulfillment of their respective duties. Any individual deemed to be



KAIZEN  
WORKFORCE SOLUTIONS

operating under certification/legal documents which have surpassed the valid period i.e certificate/document(s) which have expired, or were same were deemed to have been acquired under fraudulent conditions the employee may be dismissed.

Where certification/legal documentation is approaching the expiry date the employee is responsible and must engage/advise his or her Kaizen Account Manager notifying of this. It may be necessary to pause employment where certification or required legal documentation expires pending renewal/reissue. No employee can present for work in the absence of the required legal and safety documentation under any circumstances.

#### ILLEGAL SUBSTANCES AND INTOXICANTS

---

Should an employee be concerned that he/she may have a problem with an intoxicant, they would be encouraged to seek help and advice by contacting their supervisor and making them aware of the issue.

Employees can request help voluntarily, through peers and company's management team. When an issue is brought forward the matter will be discussed with the employee in confidence. If a problem is identified, support may be offered, or the individual will be advised of the available support services.

Employees taking prescription drugs that are not recommended to be taken whilst driving a car or operating machinery should notify their supervisor where the role may necessitate either driving or the operation of machinery.

Furthermore, the employee shall ascertain whether any medication taken or to be taken is expected to produce side-effects that may adversely affect the performance of their work duties, and if so, shall advise their supervisor/manager.

The possession, use, or distribution of illegal substances is strictly prohibited and will be grounds for disciplinary action – up to and including immediate termination.

Working under the influence of alcohol, whereby same may affect your judgement, is strictly prohibited.

The use of any judgment impairing substance, the provision of alcohol or illegal substances, the consumption of alcohol or illegal substances alcohol on Kaizen Workforce Solutions or Client premises is also strictly prohibited.



KAIZEN  
WORKFORCE SOLUTIONS

Any Violations will be grounds for disciplinary action, with potential for immediate removal from work premises – pending actions up to and including immediate termination.

## SEARCH

---

The Company, along with individual clients, retain the right to undertake staff searches to maintain security. Searches and inspections may be conducted at any time at the discretion of the client.

All searches will be undertaken in a manner to ensure fairness and reasonableness.

## SUBSTANCE TESTING

---

An employee who is intoxicated while at work is a risk to the safety of themselves, their co-workers, third parties and company property, particularly considering the nature of work associated with the construction industry.

Consequently, the company, Kaizen Workforce Solutions, and/or client organisation to whom employee is deployed, may undertake testing for intoxicants at any of the following stages:

1. Pre-Employment / Recruitment - as an integral part of the selection process for all candidates;
2. Surveillance Audit - surveillance of all or part of the workforce routinely (not only those undertaking safety-critical tasks);
3. Post Incident - after an accident or incident to determine causation factors;
4. With Cause - where the company or company's representative has a reasonable belief that a person may be under the influence of an intoxicant.

The form of surveillance applied by the company will depend upon the circumstances; however, the primary mechanism utilised for detection of the presence of drugs or alcohol is urine testing, which is recognized as a reliable and appropriate test method for which there is extensive scientific information.



KAIZEN  
WORKFORCE SOLUTIONS

Where the company has a reasonable belief that an employee is under the influence of some form of intoxicant, it may at its discretion seek written consent of the individual to undertake test(s) for detection of intoxicants. Intoxicant testing will be undertaken by suitably competent service providers, with appropriately trained collection officers engaged to ensure full integrity of the sample(s).

### **GRIEVANCE POLICY...**

Kaizen Workforce Solutions understands that when people work together there are going to be issues or misunderstandings that need to be dealt with from time to time.

Therefore, to ensure proper business conduct, it is the policy of Kaizen Workforce Solutions to deal with grievance and disciplinary matters in a systematic way that is clearly understood by all concerned. All issues will be dealt with in the strictest of confidence. However, if an investigation into any matter is required it may be necessary to interview other staff members who may have relevant inputs.

The purpose of the grievance procedure is to provide a formal method for an individual member of staff to take up a complaint or concern with management. It is Kaizen Workforce Solutions view that the most satisfactory way in which good working relationships are promoted is through consultation with staff and through the resolution of grievances as close as possible to the point of origin.

### GRIEVANCE PROCEDURE

---

Employees are expected, in the first instance, to make efforts to resolve grievances directly with the person(s) concerned. In cases where problems cannot be resolved at the point of origin, the following resolution procedures may be implemented:

### PROCEDURE STAGES



**KAIZEN**  
WORKFORCE SOLUTIONS

### **Stage 1**

The complainant raises the matter with their direct line Manager or equivalent member of senior management team. Management will request that the grievance/complaint be set down in writing by the complainant. Management will investigate the grievance and will do their best to resolve the matter, if possible, within ten working days, unless away on leave or business.

### **Stage 2**

If the matter has not been resolved, the complaint is made in writing to the HR department, who will attempt to resolve the matter within a reasonable timeframe.

### **Stage 3**

If still unresolved, all parties have the right to ask for the help of an agreed outside arbitrator, a meeting with whom will be held within twenty-eight days of the agreement to have an arbitrator. The decision of the arbitrator will be final.

## **DISCIPLINARY POLICY...**

Satisfactory standards of performance and behaviour are required of all Kaizen workforce solution employees. A fair and equitable disciplinary procedure is used to deal with employees who do not meet these expected standards. The objective of such procedure is not to impose a punishment on such an employee, but to have in place a system which allows the employee time to improve their performance or conduct.

### **DISCIPLINARY PRINCIPLES**

---





KAIZEN  
WORKFORCE SOLUTIONS

- At all stages of the procedure the employee will be advised of his/her right to be accompanied by a work colleague or representative
- All stages of the procedure the employee will be advised in advance of the nature of the complaint against them and will be afforded the opportunity to state his/her case before any decision is made.
- While the procedure will normally be operated on a progressive basis, it may be implemented at any stage if the employee's alleged misconduct warrants such action.
- In addition to the issuing of warnings the employee may be subject to any disciplinary sanctions including the withholding of salary incremental increases, demotion or suspension without pay.

## DISCIPLINARY PROCEDURE

---

Non performance can arise in the following areas: poor time-keeping, unreasonable or unexplained absence, lack of application, damage to Kaizen workforce solutions property, poor job performance, poor attitude, or breach of Kazien Recruitment procedures for employees.

If the problem is not resolved, formal disciplinary procedures will be implemented. The following are the stages in the disciplinary procedure:

### **Stage 1 : Verbal Warning**

An employee whose work performance or conduct is unsatisfactory will normally be issued with a formal verbal warning by human resources. The employee will be advised of the specific aspects of work which are below standard, the improvements required and the timescale for improvement. He/she will be advised the warning constitutes the first stage in the disciplinary procedure and failure to improve may result in further action under stage 2. A record of the warning will be kept on the personnel file, for six months.

### **Stage 2 : Written Warning**

If the employee fails to make the necessary improvements or if the poor performance / conduct is more serious He/she will normally be issued with a formal written warning by human resources for a period of 12 months. This warning will give details of the complaint,



KAIZEN  
WORKFORCE SOLUTIONS

improvements required and timescales for improvement. The employee will also be advised that failure to improve may lead to the issuing of a final written warning under stage 3 of the disciplinary procedure. This will be retained on file for a minimum of one year.

### **Stage 3 : Final Written Warning**

If the employee fails to make the necessary improvements s/he will normally be issued with a final written warning by human resources. This warning will give details of the complaint, improvements required and timescales for improvement. The employee will also be advised that failure to improve may lead dismissal or other sanction short of dismissal under stage 4 of the disciplinary procedure. This will be retained on file for a minimum of one year.

### **Stage 4 : Dismissal**

Where the final written warning has been issued, human resources will decide if dismissal is the only option left to pursue in the resolution of the conflict. In the case of gross misconduct, the following will apply. This will be retained on file for a minimum of one year.



**KAIZEN**  
WORKFORCE SOLUTIONS

## **GROSS MISCONDUCT...**

### DEFINITION

---

Gross misconduct can be defined as misconduct of such nature that it breaches the bond of trust that must exist between employer and employee, to such an extent that it effectively ends the relationship and warrants dismissal without notice.

### EXAMPLES

---

- Sexual harassment
- Deliberate fraud
- Sleeping at work
- Fighting, physical assault, abuse, violence in the workplace
- Unable to carry out work tasks due to the consumption of drugs or intoxicants
- Possession of illicit drugs, or their supply or use
- Making a false allegation of injury in the workplace
- Deliberate refusal to carry out legitimate instructions



KAIZEN  
WORKFORCE SOLUTIONS

- Deliberate damage to company property
- Deliberately poor work performance
- Breach of company confidentiality policy by sharing sensitive information with competitors.
- Stealing
- Inappropriate behaviour towards clients
- Use of company property without obtaining prior approval
- Bullying, harassment, victimisation, breach of anti-discrimination policy
- Accepting or offering bribes
- indecent behaviour
- major breaches of health and safety rules

This list is not exhaustive.

*Certain types of gross misconduct may result in an employee being dismissed immediately. However some may result in suspension pending an investigation and disciplinary meeting.*

*If an employee is suspended, he/she will receive full pay, and the continuous nature of his/her contract of employment will not be affected.*

### **TERMINATION OF EMPLOYMENT...**

The employment of an Employee may be terminated:

By the Employee on giving Kaizen Workforce Solutions appropriate written notice by service period of resignation from employment



**KAIZEN**  
WORKFORCE SOLUTIONS

Or

By Kaizen Workforce Solutions on giving to the Employee appropriate notice by service period

Or

By Kaizen Workforce Solutions without notice or payment in lieu of notice in the event of:

- Serious or persistent misconduct by the Employee to include Gross misconduct
- Serious or repeated breach of this agreement
- If the employee becomes bankrupt or makes any composition/arrangement with creditors.
- If the employee is convicted of a criminal offence, which Kaizen Workforce Solutions considers, makes the Employee's position untenable.
- If the Employee is guilty of any fraud, dishonesty or conduct bringing Kaizen Workforce Solutions into disrepute.
- If the employee becomes of unsound mind.
- If the Employee is unable by reason of incapacity to perform his duties for an aggregate period of or exceeding 12 weeks.

## **BULLYING AND HARRASSEMENT...**

### BULLYING

---

Bullying in any form will not be tolerated.



**KAIZEN**  
WORKFORCE SOLUTIONS

The maintenance of a safe work environment and the prevention and elimination of workplace bullying is a key objective of the Kaizen Workforce Solutions.

All reasonable steps will be taken to create a culture within Kaizen Workforce Solutions that creates respect for each employee.

**Definition of Bullying:**

*'Workplace bullying is repeated, unreasonable behaviour directed towards an employee, or group of employees, that creates a risk to the health and safety of the employee.'*

**What Bullying is not:**

Bullying is not the Manager/Supervisor carrying out their required responsibilities, or in relation to the investigation of complaints or the management of unsatisfactory performance.

Each employee is responsible to safeguard their own safety and welfare as well as the safety and welfare of his/her colleagues who may be affected by his/her action while at work. It is therefore important that each employee is made aware of their duty not to place another employee's safety and welfare at risk by engaging in bullying or to take appropriate steps to stop bullying if it does occur.

PROCEDURE FOR ADDRESSING BULLYING IN WORKPLACE

---

**INFORMAL PROCEDURE:**

Often an informal approach may be adequate to deal with a bullying issue and ideally an attempt should be made to address an allegation of bullying as informally where possible.



KAIZEN  
WORKFORCE SOLUTIONS

The objective of an informal approach is to resolve the difficulty with the minimum amount of conflict and stress for the individuals concerned.

**Step 1:**

Any employee who believes that they are being bullied should explain clearly to the alleged perpetrator that the behaviour is unacceptable, if the complainant finds it difficult to approach the perpetrator, they should seek advice and help on a confidential basis from the Manager/or a selected individual of choice.

**Step 2:**

Having consulted with the Manager, the complainant may request the assistance of this person on raising the issue with the alleged perpetrator. The approach of the Manager/selected individual in this instance should be confidential and non-confrontational with a view to resolving the issue in an informal manner

**Step 3:**

A complainant may decide to by-pass an informal procedure. A complainant's decision not to use an informal procedure should not reflect negatively on a complainant in the formal procedure.

**FORMAL PROCEDURE:**

If for any reason the complainant finds the informal approach inappropriate or if after the informal stage, the bullying persists, the following formal procedure should be applied.

**Step 1:**

The complainant should make a formal complaint in writing to the Manager or in the instance if the manager is the alleged perpetrator, a nominated member of the HR sub-committee of the Executive. Complaints should be confined to precise details of actual incidents of bullying.

**Step 2:**



**KAIZEN**  
WORKFORCE SOLUTIONS

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

**Step 3:**

The complaint should be investigated by a designated member of management or HR Sub-Committee who can be considered impartial, with a view to determining an appropriate course of action, such as a mediated solution or a view that perhaps the issue can be resolved informally.

**Step 4:**

Should this procedure be deemed insufficient or inappropriate then a formal investigation of the complaint should be carried out.

**Step 5:**

Investigation:

Investigations should be carried out by either a designated member of management or agreed 3rd party. This investigation should be carried out thoroughly, objectively, with sensitivity and confidentiality.

**Step 6:**

Outcome:

Should it be decided that the complaint was well founded; the alleged perpetrator should be given a formal interview to determine an appropriate course of action. This may include, monitoring of progress or progressing the issue through the disciplinary and grievance procedure in the Company.

If either party is unhappy with the outcome of the investigation, the issue may be processed through the normal industrial relations mechanisms.





KAIZEN  
WORKFORCE SOLUTIONS

## HARASSEMENT/SEXUAL HARASSEMENT

---

Freedom from harassment is a condition of work which every employee is entitled to and harassment of employees due to any of the forms of discrimination listed above will be a breach of the Kaizen Workforce Solutions policy on Harassment.

Management is committed to treating harassment/sexual harassment as misconduct under the organisation's normal disciplinary procedure. For very serious incidents or repeated incidents of sexual harassment after warnings and due investigation, dismissal is a potential result.

Harassment may exist whether the act was done consciously or not, and whether the specific employee alleging harassment is named by the harasser or is the intended victim of the harassment.

All managers will be required to implement this policy and to set appropriate standards of behaviour by their own example.

All employees are required to comply with this policy and are responsible for ensuring that sexual harassment does not occur at any level in the organisation.

### DEFINITIONS:

**Harassment** is any form of unwanted conduct in relation to any of the discriminatory grounds.

**Sexual Harassment** is any form of unwanted verbal, non-verbal or physical conduct of a sexual nature, being conduct which in either case has a purpose or effect of violating a person's dignity in creating an intimidating, hostile, degrading, humiliating or offensive environment for the person. Unwanted verbal or physical advances, words or actions of a sexual nature or with sexual undertones even if offence is not specifically intended, display in the workplace of material of an explicit sexual nature, which are objectionable to the recipient, cause offence, discomfort or humiliation, or interfere with a person's ability to work.



**KAIZEN**  
WORKFORCE SOLUTIONS

## PROCEDURE FOR ADDRESSING HARASSEMENT IN WORKPLACE

---

### INFORMAL PROCEDURE:

#### **Step 1:**

An employee who feels that they are being harassed should first attempt to resolve the problem informally if this is possible. They should explain clearly to the alleged perpetrator that the behaviour in question is unwelcome and offensive.

#### **Step 2:**

If the employee in question finds it difficult or embarrassing to communicate directly with the perpetrator, they should communicate with the assistance of a third party, for example, a friend, sympathetic colleague, Manager, or union representative.

### FORMAL PROCEDURE:

#### **Step 1:**

If the problem continues or if it is not appropriate to resolve the problem informally (for example, because of the severity of the harassment) it will be necessary to process the complaint through the grievance procedure.

#### **Step 2:**

If at the end of the full grievance procedure the complaint was valid, disciplinary action will be taken to stop the harassment immediately and prevent its recurrence.

#### **Step 3:**



**KAIZEN**  
WORKFORCE SOLUTIONS

Management will carefully monitor the workplace following a complaint which is held to be well-founded, with reference to the offender's behaviour and the prevention of victimisation of the complainant.

**Outcome:**

Where a complaint is not upheld by the formal investigation this does not necessarily indicate that the complaint was malicious. While a malicious complaint will generally be treated as misconduct under the disciplinary procedure, the application of this provision should not in any way deter employees from bringing forward legitimate complaints.

**LEAVE ENTITLEMENTS...**

MATERNITY LEAVE

---

LEAVE ENTITLEMENT

If you are starting maternity leave on or after 1 March 2007, you will be entitled to 26 weeks maternity leave, with an option of an additional 16-week unpaid maternity leave.

ANTE NATAL CARE

Female employees are also entitled to time off with pay to attend ante-natal appointments and one full set of ante-natal classes subject to the employee giving the Company at least 2 weeks' notice, where possible of her ante/post-natal appointment together with a copy of her appointment card (with the exception of the first appointment where such notification is not required)

PAYMENT WHILE ON MATERNITY

Whilst on Maternity Leave you will receive social welfare benefit payable on foot of your social insurance.



KAIZEN  
WORKFORCE SOLUTIONS

Your employment is considered continuous and reckonable. During these absences you are treated as if you are at work and your rights to Annual Leave, increments, pensionable service, pay increases, seniority etc. are all protected.

Staff on Maternity Leave are credited for any public holiday that occurs during their leave.

### RETURN TO WORK

You must give your employer at least 4 weeks' written notice of your intention to return to work. It is important to comply with these notice requirements, as failure to do so may cause loss of rights.

### HEALTH AND SAFETY

Kaizen Workforce Solutions will assess any/all risks to the safety or health of pregnant or breastfeeding employees from exposure to a physical, biological or chemical agent hazard.

Employees will be informed of the results of hazard assessments carried out in accordance with the regulations and any measures to be taken concerning employees safety and health where required.

*Continuous employment is not broken by the following: by sickness or injury, maternity leave, additional maternity leave, adoptive leave and parental leave, holidays or any other absence authorized by the employer. Any (outstanding) period of probation is suspended for the duration of protective leave or the formal commencement of maternity leave. Probation is then resumed when the employee returns to work.*

### PATERNITY LEAVE

---

New parents (other than the mother of the child) are entitled to paternity leave from employment, supported by the Irish state, following birth or adoption of a child. The Paternity Leave and Benefit Act 2016 provides for statutory state supported paternity leave of 2 weeks. You can start paternity leave at any time within the first 6 months following the birth or adoption placement.

You may be entitled to qualify for Paternity Benefit from the Department of Social Protection if you have sufficient PRSI contributions

Enquiries can be made directly to the Department of Social Protection (DSP).



KAIZEN  
WORKFORCE SOLUTIONS

## PARENTS LEAVE

---

Parent's leave entitles each parent to 9 weeks' leave during the first 2 years of a child's life, or in the case of adoption, within 2 years of the placement of the child with the family, and is supported by the Irish state.

If you do not work full time, your entitlement to parents leave may be reduced on a 'pro-rata basis'. In this instance, you and your employer will need to calculate what your normal working week is, based on the number of hours worked in the previous 26 weeks to provide your Parents Leave duration entitlement.

Parent's Benefit is paid while you are on parent's leave from work if you have enough social insurance (PRSI) contributions. If you qualify for Parent's Benefit, you will be in receipt of €289 each week.

Please note that your employer does not have to pay you while you are on parent's leave.

You can take this leave as follows:

- One continuous period of 9 weeks leave
- Separate periods of not less than one week

You must meet certain criteria to be eligible to take parent's leave. You must:

- Be a relevant parent
- Take the leave within 104 weeks (2 years) of the birth of the child or in the case of adoption, from the date the child is placed with you (the placement date)
- Give at least 6 weeks' notice to your employer

Your employer can postpone your parent's leave for up to 12 weeks. Your employer could postpone your leave for the following reasons:

- Seasonal variations in the volume of work



KAIZEN  
WORKFORCE SOLUTIONS

- No replacement to carry out your work
- The nature of your duties
- The number of other employees also taking parent's leave
- Any other relevant matters

Enquiries can be made directly to the Department of Social Protection (DSP).

## PARENTAL LEAVE

---

Parental leave supports parents to take unpaid leave from work to spend time looking after their children. You are entitled to 26 weeks, or pro rata equivalent, parental leave for each eligible child before their 12th birthday.

If you do not work full time, your entitlement to parental leave will be reduced on a 'pro-rata basis'. This means that, if you work 50% of a normal working week, you can take 13 full working weeks' worth of parental leave etc

In some cases, you and your employer will need to calculate what your normal working week is, based on the number of hours worked in the previous 26 weeks

Six weeks minimum notice must be provided to your employer, prior to the date of planned leave, in order to take Parental Leave

You must have been working for your employer for a year before you are entitled to parental leave

Please note that your employer does not have to pay you while you are on parental leave, and no payment if provided by the state.

Enquiries can be made directly to the Department of Social Protection (DSP).



# KAIZEN

WORKFORCE SOLUTIONS

Leave	Who gets it?	How long?	Is it paid?
Maternity leave	Female employees	26 weeks and up to 16 unpaid weeks	Yes, Maternity Benefit is paid for 26 weeks by the State based on PRSI contributions
Adoptive leave	One parent of the adoptive couple, or a parent adopting alone	24 weeks and up to 16 unpaid weeks	Yes, Adoptive Benefit is paid for 24 weeks by the State based on PRSI contributions
Paternity leave	New parents of children under 6 months of age (usually the father or the partner of the mother, or in the case of adoption, the parent who is not taking adoptive leave)	2 weeks	Yes, Paternity Benefit is paid for 2 weeks by the State based on PRSI contributions
Parental leave	Parents and guardians of children under 12	26 weeks	No, it's unpaid – no payment by state or employer
Parent's leave	Parents of children under 2 years of age Parents of adopted children in the first 2 years of the placement of the child	9 weeks	Yes, Parent's Benefit is paid for 7 weeks by the State based on PRSI contributions
Leave for serious medical care	You can take 5 days unpaid leave in any 12 consecutive months if you need to take time off work to deal with <a href="#">serious medical care</a> for your child (or certain other people you care for).	5 days	Unpaid



**KAIZEN**  
WORKFORCE SOLUTIONS

## JURY SERVICE

---

Any staff member who is called to serve on a Jury will be granted leave with pay for the period they are required by the court. Staff must give a copy of their court notification to Human Resources. Kaizen Workforce Solutions expects the staff member to return to work if they are not selected and released from the service of the court for the remainder of the working day.

## SPECIAL LEAVE

---

Special leave with pay may be granted under the following conditions, however is not guaranteed:

<b>CIRCUMSTANCES</b>	<b>LEAVE</b>
Death of a spouse or child	Up to a maximum of three days
Death of an immediate relative, i.e., father/mother, sister/brother, mother/father-in-law, or, in exceptional circumstances, on death of a more distant relative (e.g., where the employee must take charge of funeral arrangements or has lived in the same house as the deceased),	Up to a maximum of three days
Where immediate relative dies abroad and the employee has to go abroad to take charge of funeral arrangements.	Extra days may be allowed





KAIZEN  
WORKFORCE SOLUTIONS

<p>Death of less immediate relatives, i.e., aunts, uncles, grandparents</p>	<p>Time off to attend funeral services may be granted.</p>
<p>Force Majeure. Sudden serious injury or illness affecting a member on an employee's family (Child, Spouse, Partner, Brother, Sister, Parent, Grandparent) making those employees presence to assist that family member indispensable. By definition this type of illness or injury cannot be foreseeable or otherwise generally predictable. Therefore, by way of example routine and foreseeable illness of small children, other relevant immediate family members which are invariably injured or become ill from time to time should not be covered.</p>	<p>Up to three working days in any twelve months, or five days in any thirty-six months, subject to approved application immediately after event.</p>

## ANNUAL LEAVE

---

Annual Leave is accrued and provided based on 8% of Standard Basic hours worked.

### PROCESS FOR APPLYING FOR ANNUAL LEAVE

Annual Leave requests must be requested in written form with both your :

(1) Line Manager, within the Client Organisation on which you are based where deployed to client organisation, and your, (2) Account Manager within Kaizen Workforce

Approval / Non Approval as appropriate will be submitted to you in writing.

Please ensure you have received approval for annual leave to be taken as requested prior to committing to the time requested.

## SICK LEAVE

---

### STATUTORY SICK PAY (SSP)



KAIZEN  
WORKFORCE SOLUTIONS

From 1 January 2023, you have a right to a predefined number of sick days pay a year under legislation. This is called statutory sick pay or SSP and the number of days is available per CitizensInformation.ie

- You must be an employee and be working at least 13 weeks of the previous 26 weeks before you can get statutory sick pay.
- Sick days can be taken as consecutive days or non-consecutive days.
- Sick days will only apply to days where individuals ordinarily work per working schedules
- The sick pay year is the calendar year, so it runs from 1 January to 31 December.
- Under the sick leave legislation, you must be certified by a GP as unable to work to qualify for statutory sick pay. You should be certified from day 1 of your sick leave providing evidence of same sick leave within 24hours of certification to qualify.
- Sick pay is paid by your employer at 70% of your normal pay up to a maximum of €110 a day.

If your pay changes from week-to-week (for example, because of regular bonus payments or allowance), your sick pay is the average of your pay over the 13 weeks before you are on sick leave.

This is new legislation effected by the Government of Ireland 01<sup>st</sup> January 2023. Additional information can be found on Citizens Information.ie

## PROCESS FOR REPORTING ALL SICK LEAVE

All Sick Leave Certified and Un-Certified must be reported to both your Line Manager, within the Client Organisation on which you are based where deployed to client organisation, and your Account Manager within Kaizen Workforce by 9am or minimum two hours prior to shift commencement for shift based personnel where 9am commencement if not standard.

Where leave is Certified by a GP or medical professional copy certificates must be provided to both your Line Manager, within the Client Organisation on which you are based where



KAIZEN  
WORKFORCE SOLUTIONS

deployed to client organisation, and your Account Manager within Kaizen Workforce Solutions, via Email, WhatsApp or Kaizen Workforce Solutions App. If based within a client organisation you may be instructed to provide certificates via one method only.

Certificates are required to be provided within 72hours of reporting absence due to illness.

Certificates are required to be issued by Medical Practitioners within the Irish State on the basis that absence due to illness constitutes physical ability to present to the employer in the first instance where illness is not a factor. Where illness presents while out of state evidence of original travel arrangements should accompany any medical certificate to claim SSP.

In order to avail of above SSP where relevant please note certificates must be provided.

## DOMESTIC VIOLENCE LEAVE

If you are experiencing domestic violence and abuse, you may need to take time off work for urgent and essential matters relating to your situation.

This could be for medical visits, legal proceedings, counselling, looking for alternative accommodation or accessing domestic violence services. It might not be possible to do these things outside your work hours or you may need to keep them hidden from your abuser.

From 27 November 2023, you have a legal right to 5 days of paid domestic violence leave if you need to take time off work because of the abuse. If you work part-time, you are entitled to domestic violence leave on a pro-rata basis. This means, for example, if you work 50% of a normal working week, you are entitled to 2.5 days' leave.

You do not need to be working in your job for a certain amount of time to qualify.

You do not have to give your employer notice to take the leave in emergency circumstances. However, you should give notice if you are able to.

You are eligible if the person perpetrating the domestic violence and abuse is your:



KAIZEN  
WORKFORCE SOLUTIONS

- Spouse or civil partner
- Cohabitant
- Current or former intimate partner (current boyfriend or girlfriend or ex)
- Child who is over 18 and not financially dependent on you

You are also eligible for domestic violence leave if you are supporting a 'relevant person'.

A 'relevant person' is someone who has experienced or is experiencing domestic violence or abuse and that person is your:

- Spouse or civil partner
- Cohabitant
- Intimate partner
- Child who is under 18
- Another dependent person

This leave can be taken to allow you, or the person you are supporting, to do any of the following:

- Get medical help
- Access services from a victim services organisation
- Access counselling
- Relocate temporarily or permanently
- Get a safety order from the courts
- Get help or advice from a legal practitioner like a solicitor
- Get help from the Garda Síochána
- Access any other relevant services

Domestic violence leave is paid at your full rate of pay.

If your pay changes from week to week, your pay for domestic violence leave is the average of your pay over the 13 weeks before you are on leave.

Kaizen will not make any reference to domestic violence leave on your payslip.

Kaizen HR can be contacted for support in any situation of this nature, and will provide support to the extent their ability in a strictly confidential manner. You can contact your Kaizen Account Manager for HR Contact Details at any time without disclosing the nature of the requirement.



KAIZEN  
WORKFORCE SOLUTIONS

This handbook is not exhaustive and more information regarding the full set of Kaizen Workforce Solutions Policies is available on our website.

Please visit [www.kaizenworkforcesolutions.com](http://www.kaizenworkforcesolutions.com) > Academy > HR Policies