



ATTENDANCE & SICKNESS POLICY

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Attendance Policy

(a) Beton Bauen aims to encourage all its employees to maximise their attendance at work. It is recognised, however, that a certain level of absence from work is inevitable for a variety of reasons, including sickness.

(b) While the company understands that there will inevitably be some absence among employees, it must also pay due regard to its needs and that of its customers and other employees. If an employee is frequently absent from work or is absent for a lengthy period (for whatever reasons), this can place an additional burden of work on the employee's colleagues and damage the quality of the service that Beton Bauen delivers. By implementing this policy, the business aims to strike a reasonable balance between the pursuit of its needs and the genuine needs of employees to be absent from work because of sickness or for family, domestic or other reasons. The key aim of the policy is to encourage reliable attendance among all employees, so that a dependable staffing base can be established to meet the company's needs.

© All employee absences will be counted for the purpose of this policy except approved holidays, family leave periods (e.g. maternity leave), approved compassionate or special leave, pregnancy-related absences, absences resulting from a workplace accident, and (unless it is justifiable to include them) absences that are related to an employee's disability.

(d) The application of this attendance policy does not imply that an employee is doing, or has done, anything wrong. The procedure is a means of managing attendance, and should not be confused with the disciplinary procedure.

(e) This policy is not contractually binding.

(f) Overall responsibility for the implementation of this policy lies with the senior management team.

Procedure

(g) Managers responsible for staff are expected to manage and control their employees' attendance.

(h) This procedure has three stages and involves the application of absence "trigger points". It also involves the allocation of responsibility to individual line managers to interview any employee whose level of absence has reached a defined trigger point and, depending on the circumstances, issue a warning about unsatisfactory attendance.

(i) Calculation of absence will be made using the *Bradford Factor*. This is a system which is designed to recognise that long-term absence has less impact on a business than frequent short-term absence.

The Bradford formula is calculated using the formula:

number of absences (A) x number of absences (A) x number of days (D).

Therefore a continuous 5 working days' absence will be calculated as: 1 x 1 x 5 = 5

Whereas, 5 individual 1 day absences will be calculated as 5 x 5 x 5 = 125

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If an employee has achieved a score nearing stage one, then at their return to work interview the employee should be made aware that any further absence (s) could result in the employee being requested to attend a counselling interview, where by the employee would be made aware that their absence is becoming a concern.

(j) Stage one of the procedure is activated at or after the *Bradford Factor* score has reached between 50 - 124 in any rolling 12 months. This is likely to result in a verbal warning

(k) Stage two of the procedure is activated at or after the *Bradford Factor* score has reached between 125 - 399 in any rolling 12 months. This is likely to result in a written warning.

(l) Stage three of the procedure is activated at or after the *Bradford Factor* score has reached between 400 - 649 in any rolling 12 months. This is likely to result in a final written warning.

(m) Stage four of the procedure is activated at or after the *Bradford Factor* score has reached between 650 plus in any rolling 12 months. This is likely to result in dismissal.

(n) The result of an employee reaching each stage of the attendance procedure will be an attendance review meeting with the line manager, which will normally result in the relevant warning be issued as identified above.

(o) Where an employee has triggered stage one of the attendance procedure, but his/her level of attendance improves so that it falls below the relevant trigger point during the following 12 months, the employee will be removed from the procedure.

(p) Where the attendance level of an employee who has reached stage two or three of the procedure falls below the trigger point for the next period, he/she will automatically revert to the previous stage of the procedure for the following 12 months. (If an employee has managed to provide an absence free period for the whole year leading up to the expiry time but falls short of the date then management may use discretion in evaluating the circumstance and reissue the existing sanction not automatically moving to the next stage).

(q) Managers may, in appropriate circumstances, use their discretion to discount certain absences (for example on compassionate grounds), and not issue a warning. An attendance review meeting should, however, still take place in these circumstances. If an exception is to be made, the reason for it should be discussed and clearly recorded. Similarly, the employer may decide not to dismiss an employee who has reached stage four of the procedure if there are special circumstances justifying this course of action. Again a record should be made of the reasons for the decision.

(r) Whenever a trigger point is activated, the manager should take the following actions:

- Check the employee's absence record to gain an accurate assessment of the number of days' absence he/she has had and the number of separate occasions he/she has been absent.
- Write to the employee inviting him/her to a formal attendance review meeting, enclosing a statement summarising the employee's periods of absence during the relevant defined time period and advising him/her of the right to be accompanied by a fellow worker or trade union official at the meeting.
- At the meeting, invite the employee to explain the reasons for his/her absences, and give him/her the opportunity to put forward any mitigating factors.

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- Ensure that the employee understands the requirements of the attendance procedure, the reasons why the procedure is in place, the stage that he/she has reached in the procedure, and the possible consequences of a continuing unsatisfactory level of attendance.
- Enquire whether there is anything that the manager can do to facilitate an improvement in the employee's level of attendance.
- Keep a record of the key points discussed at the meeting and the outcome.
- After the meeting, issue relevant warning, unless the circumstances merit a different approach.
- If the meeting was a stage-four meeting, the matter should be referred to a senior manager who will, in conjunction with the line manager, consider whether or not the employee should be dismissed.
- The employee will have the right to appeal the decision at each stage other than a Stage One decision.

Signed:



Position: Compliance Manager

Date: 05/01/2026