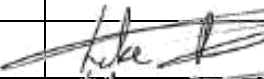
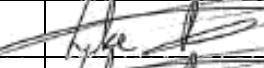
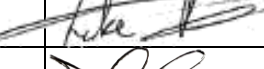
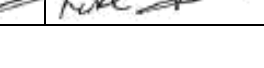


REVIEWS AND PERFORMANCE IMPROVEMENT PLANS

DOCUMENT TITLE: Reviews And Performance Improvement Plans

REVISION: 1.01

DOCUMENT CONTROL LOG:

	Name	Role	Signature	Date	Rev
Prepared By	Luke Deasy	Managing Director		10/02/2023	1.01
Reviewed By	Luke Deasy	Managing Director		12/06/2023	1.01
Reviewed By	Luke Deasy	Managing Director		12/06/2024	1.01
Reviewed By	Peter Lane	EHS Officer		12/06/2025	1.01
Reviewed By	Luke Deasy	Managing Director		12/06/2026	1.01

REVIEWS AND PERFORMANCE IMPROVEMENT PLANS:

We encourage working relationships that include ongoing informal feedback from co-workers and Managers on individual and team performance. Additionally, Managers and employees should meet at least annually to formally discuss job performance, goal and objectives and aspirations. This is an excellent time for you and your Manager to discuss your contributions, opportunities for development and improvement and to establish mutually agreed upon goals.

Performance reviews will also be conducted upon completion of your probationary period, at the time of transfer or promotion to a new job or department, or in special situations as considered appropriate.

The purpose of the performance review is to ensure that you understand your duties and responsibilities for which you are being held accountable, to allow us to evaluate your performance, identify training needs, improve effectiveness, provide a basis for career development and assure quality service to the public. The system is an essential tool for managerial decision-making, assists in overall communications, and guarantees that you have a regular and systematic record of your performance and development.

Reviews will be discussed in a private meeting between you and your immediate Managers. You will be allowed to see your reviews, sign the review forms, and receive a copy of the same. A copy of the review form will also be included in your personnel file.

PERFORMANCE IMPROVEMENT:

The Performance Improvement Policy seeks to help you to maintain satisfactory performance standards, and to encourage improvements when necessary.

In the first instance, capability or performance issues should generally be managed informally between you and your Manager as part of day-to-day management discussions.

The formal procedure should be used when informal discussions have not resulted in a satisfactory improvement. The formal procedure does not apply to you if you are in your probationary period. There are generally three stages of capability reviews meetings, however, should the individual case warrant it one or more stages may be omitted.

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For the avoidance of doubt, please be aware that a performance improvement plan is a matter that runs parallel to the Company's disciplinary policy and is a matter that, if not satisfactorily completed by you, can result in disciplinary action being taken against you, up to and including dismissal. While there does not need to be a formal investigation in order for the Company to decide to place you on a performance improvement plan (instead coming through performance reviews between yourself and your Manager and/or management), once you are placed on a performance improvement plan, each stage of the plan corresponds to a level within the disciplinary procedure as set out below, with each stage carrying a potential disciplinary warning on your record in the event that satisfactory improvement is not achieved. Please see below for more information.

Stage 1- First Capability Meeting

If your performance has not improved after informal discussions, your Manager will inform you in writing of the specific performance concerns and will invite you to a capability meeting, which you must take all reasonable steps to attend. The meeting will generally be held by your Manager, and you may be accompanied at the meeting by a work colleague or a trade union representative, for the avoidance of doubt, this should not be taken as meaning the Company will recognise any trade union for collective bargaining purposes where it is not legally obliged to do so.

The purpose of the capability meeting includes:

- setting out the required standards that are considered not to have been met;
- establishing the likely causes of poor performance;
- allowing you the opportunity to explain the poor performance and ask any relevant questions;
- discussing measures (such as additional training or supervision) which may improve performance;
- setting reasonable targets for improvement; and
- setting a timescale for review.

Your Manager will give you written confirmation of the outcome of the meeting as soon as reasonably possible following the conclusion of the meeting. This may include giving you a performance improvement plan setting out the areas in which you have not met the required performance, including providing:

- reasonable targets for improvement;
- any measures, such as additional training or supervision, which will be taken with a view to improving performance;
- a timescale for review; and
- the consequences of failing to improve within the review period, or of further unsatisfactory performance.

The entire duration of a performance improvement plan will generally be for no more than six months, typically broken up into three individual review periods ("Stages"). However, the structure of the plan remains at the Company's sole discretion and will be notified to you in advance of any plan commencing. Throughout the duration of the performance improvement plan, your performance will be monitored. and either during or at the end of each Stage, your Manager will write to inform you of the next step.

In relation to the end of the Stage 1 review period, your Manager will write to inform you:

- that we are satisfied with your performance and therefore no further action will be taken;
- or

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- that we are not satisfied and therefore the matter may be progressed to Stage 2; or
- if we feel that there has been substantial but insufficient improvement, the Stage 1 review period may be extended, with the duration of any such period of extension being notified to you.

Stage 2- Second Capability Meeting

If your performance did not improve within the Stage 1 review period (including any extension thereof), your Manager will invite you to a second capability meeting to initiate the Stage 2 review period. You may be accompanied at the meeting by a work colleague or a trade union representative, for the avoidance of doubt, this should not be taken as meaning the Company will recognise any trade union for collective bargaining purposes where it is not legally obliged to do so.

At this meeting, your Manager may give you a written warning due to the failure to successfully pass the Stage 1 review period. The written warning will set out:

- the areas in which you have not met the required performance;
- reasonable targets for improvement;
- any measures, such as additional training or supervision, which will be taken with a view to improving performance;
- a further timescale for review; and
- the consequences of failing to improve within the timescale or of further unsatisfactory performance.

A written warning will generally remain active for 6 months. Your performance will continue to be monitored for both the duration of the performance improvement plan as well as for the duration of the final written warning period (if such extends beyond the end of the performance improvement plan).

At the end of the Stage 2 review period, your Manager will write to inform you of the next step, which will be either:

- that we are satisfied with your performance and therefore no further action will be taken;
- that we are not satisfied and therefore the matter may be progressed to Stage 3; or
- if we feel that there has been substantial but insufficient improvement, the Stage 2 review period may be extended, with the duration of any such period of extension being notified to you.

Stage 3 – Carrying The Potential Of Dismissal Or Redeployment

If your performance does not improve within the Stage 2 review period (including any extension thereof), your Manager will invite you to a further capability meeting to initiate the Stage 3 review period. You may be accompanied at the meeting by a work colleague or a trade union representative, for the avoidance of doubt, this should not be taken as meaning the Company will recognise any trade union for collective bargaining purposes where it is not legally obliged to do so.

At this meeting, your Manager may give you a final written warning due to the failure to successfully pass the Stage 2 review period. The final written warning will setting out:

- the areas in which you have not met the required performance;
- reasonable targets for improvement;
- any measures, such as additional training or supervision, which will be taken with a view to improving performance;

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- a final timescale for review; and
- the consequences of failing to improve within the timescale or of further unsatisfactory performance.

A final written warning will generally remain active for 12 months. Your performance will continue to be monitored for both the duration of the performance improvement plan as well as be monitored for the duration of the final written warning period (if such extends beyond the end of the performance improvement plan).

The purposes of the Stage 3 capability meeting include:

- establishing whether there are any further steps that could reasonably be taken to rectify the poor performance;
- establishing whether there is any reasonable likelihood of the required standard of performance being met within a reasonable time; and
- discussing whether there is any practical alternative to dismissal, such as redeployment to any suitable job that is available (which may be at a lower salary).

If your performance remains unsatisfactory during the Stage 3 review period, your Manager will invite you to a final meeting. You may be accompanied at the meeting by a work colleague or a trade union representative, for the avoidance of doubt, this should not be taken as meaning the Company will recognise any trade union for collective bargaining purposes where it is not legally obliged to do so.

At this meeting, we may either redeploy you into another job which you would be qualified to do or dismiss you. Dismissal will normally be with full notice or payment in lieu of notice, unless you are guilty of gross misconduct within the meaning of our disciplinary policy, in which case we may dismiss you without notice or pay in lieu.

If you successfully pass the Stage 3 review period, you will return to your role (subject to any amendments agreed between you and the Company as part of the performance improvement plan) and your performance will continue to be monitored in the usual way. However, please do be aware that you will still have a final written warning on your record for the duration stated thereon.

APPEALS:

You have the right to appeal against any decision in the formal capability process. You must put your appeal in writing, setting out your grounds for appeal, and send it to the Office Manager within 5 working days of receiving written confirmation of the decision.



Luke Deasy
Managing Director