



**SUPPORTING ATTENDANCE  
POLICY AND PROCEDURE  
JANUARY 2025**

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## **An introductory note from Steve Reddin, Group Head of ER and Business Partnering**

Work is a positive thing for people; there is significant evidence that it has great benefits to an individual in terms of their mental and physical wellbeing. Work gives us a sense of purpose; it reinforces our social bonds and provides us with interest and interaction. All the evidence shows that work helps people get better and stay better – it is a fundamental part of our wellbeing.

With this in mind, our policy signposts employees to the fantastic range of medical and self-help services we offer in order for them to take charge of their own wellbeing.

As within any organisation, the management of absence is an emotive topic. I am keen that we help these processes to become perfectly normal day-to-day activities and wherever possible that they result in positive outcomes for employees whilst meeting the operational needs of the business.

**Steve Reddin**  
**Group Head of ER and Business Partnering**

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## 1. PURPOSE

- 1.1 The Company recognises the important and valuable contributions that all its people make to ensuring we deliver leading water services to all the customers and the communities within the region we serve.
- 1.2 The contributions our people make to the business are vital. It is essential that we have in place a supportive, comprehensive and effective policy and procedure that sets out the responsibilities of the organisation to provide a healthy working environment, to support an employee if they are unwell and to facilitate their timely return to work whenever practicable to do so.
- 1.3 In return, our people must take responsibility for the maintenance of their health and wellbeing with a view to minimising the time they spend away from work through sickness.
- 1.4 While the Company understands that inevitably there will be some sickness absence among employees, it must also pay due regard to its operational needs. If an employee is absent from work, this can damage efficiency and productivity, and place an additional burden on the employee's colleagues.
- 1.5 By implementing this policy, the organisation aims to strike a reasonable balance between the pursuit of its operational needs and the genuine need of employees to take time off work because of ill health and to manage them sensitively, with dignity, respect and in a supportive manner.

## 2. SCOPE

- 2.1 This is a group level policy that applies to all workers of Anglian Water Group Limited and its subsidiaries (the "Group"), with the exception of Anglian Water (Ireland) Limited and Wave Limited (and their respective subsidiaries which include Celtic Anglian Water and Anglian Water Business (National)).

## 3. STATUS

- 3.1 This policy is a Collective Agreement.

## 4. POLICY OWNER

- 4.1 Head of Employee Relations.

## 5. POLICY

- 5.1 All employees are required to maintain an acceptable level of attendance as defined within this policy.
- 5.2 The Company takes a holistic view of employee well-being, promoting a 'happier, healthier and safer' lifestyle approach and offering a wide range of medical and self-help support services and resources for our people to access. A summary of what is available can be viewed at [Appendix 1](#).
- 5.3 The Company will maintain records of the absence levels of its employees.

- 5.4 The Company aims to act consistently and to do everything it can to remain supportive, empathetic and ensure all employees are treated fairly, are supported in difficult times and will act reasonably by taking account of individual circumstances.
- 5.5 'Line Manager' in this policy refers to the employee's direct line manager or another suitable alternative manager.
- 5.6 This policy is formulated on the assumption that all sick absence is genuine. However, if the Company suspects there to be misconduct, its separate [disciplinary procedure](#) will apply. For example, the Company may take disciplinary action if there is evidence that:
- absence is not genuine or not for the reason provided;
  - the employee is undertaking inappropriate activities while off sick, such as carrying out work for another organisation; and/or
  - the correct sickness absence notification/reporting procedure has not been followed.
- 5.7 Temporary Workplace Adjustments/Restricted Duties
- 5.7.1 The Company has a formal duty, under the Equality Act 2010, to make reasonable workplace adjustments for people who are or become disabled (see 7.2 [below](#)). However, the Company recognises that temporary workplace adjustments e.g. restricted or alternative duties/hours, may make attending work a little easier and more accessible to all our people, whether or not they are covered by the Equality Act.
- 5.7.2 There is no requirement to wait until an employee has time off work or becomes unwell, this may be a positive action to help make life easier and support attendance at work. [Appendix 2](#) provides examples of what temporary arrangements it may be possible to put in place to support employees at work. Managers may also wish to consider the proactive use of a [Wellness Action Plan](#) or [Personal Risk Assessment](#).
- 5.7.3 Where an employee feels too unwell to do their full duties but may be well enough to carry out restricted/alternative duties, they are encouraged to speak to their Line Manager before contacting the Company's Absence Contact Centre to discuss whether there are value added tasks they could perform rather than be absent sick. If there are no alternative duties available the employee should follow the sick absence reporting procedure [below](#).
- 5.8 Company Sick Pay
- 5.8.1 The Company provides an enhanced sick pay scheme for its employees (see [Appendix 3](#)). Eligibility for Company Sick Pay (CSP) is dependent upon employees following the correct procedure and compliance with reasonable requests by the Company. This may include:
- Taking responsibility for managing their own health and wellbeing to maximise their attendance at work. This includes making full use of the healthcare support available and following medical advice.
  - Contacting the Company's Absence Contact Centre either by telephone or by using the app (and their Line Manager if appropriate) on their first day of absence and providing the reason for their absence.
  - Remaining in contact with the Company (including the Company's Absence Contact Centre, their Line Manager and Occupational Health as appropriate) during any period of sick absence.

- Notifying the Company's Absence Contact Centre of any changes in the reason for the absence and an estimated return to work date, along with contact telephone numbers where the employee can be contacted during their absence.
- Attending meetings to discuss their absence, including remaining available for home or other visits as appropriate. (There is no set number of meetings which may be held under this policy).
- Providing a fit note from a recognised health professional, e.g. their doctor or physiotherapist, confirming that they are unfit for work for any period of sick absence longer than 7 calendar days, regularly and in a timely manner if required.
- Engaging with Occupational Health, this includes consenting to being referred for a clinical assessment, attending meetings to discuss any clinical reports and following the advice of Occupational Health.
- Making their doctor or medical adviser aware of the full range of health-related benefits provided by the Company.

**Please note:**

Where appropriate, the determination about an employee's fitness for work rests with the Company's Occupational Health Service.

- 5.9 All employees are required to declare any health condition or medication that could impact their ability to perform their duties, e.g. ability to drive. In addition, employees must declare health conditions/medication to the DVLA where required.
- 5.10 To ensure the consistent application of this policy, Line Managers are encouraged to seek advice from their Employee Relations Manager (ERM) or Employee Relations Advisor (ERA). Details of the business areas covered by each ERM/ERA can be accessed [here](#).

**6. SICK ABSENCE REPORTING**

- 6.1 Employees who are, or are going to be, absent for any period due to illness or injury, including planned operations, must call the Company's Absence Contact Centre by telephoning **0333 321 8095** or using the app as follows:
- As soon as reasonably practicable, but preferably at least one hour before they are due to start work (except in exceptional circumstances where this is not possible), explaining the reasons for their absence and their anticipated return to work date. If leaving work early due to illness or injury, the employee is required to call immediately.
  - Employees must provide a contact telephone number so that their Line Manager or a member of the Occupational Health team can speak to them whilst they are absent.
  - If the reason for the absence changes.
  - On the expected date of return, if the employee is away longer than anticipated.
  - On the day that they return to work.
  - Once the employee has reported their absence to the Company's Absence Contact Centre, they should call their line manager if appropriate.
- 6.2 If the period of absence is for more than 7 calendar days, the employee is required to contact their recognised health professional to get a fit note. This must be given to their Line Manager who will scan a copy and upload the copy to the Company's absence recording system, returning the original fit note to the employee. If that fit note recommends workplace adjustments, the employee is required to inform their Line

Manager of any such recommendations at the earliest opportunity. For longer absences, fit notes must be provided regularly and in a timely manner.

## 7. MONITORING ATTENDANCE AT WORK

7.1 The Company distinguishes between short term and long term absence as follows:

### **Short Term Sick Absence**

An employee is considered to be on short term sick absence where they are absent from work through sickness or injury for a period of less than 20 days (where days equals missed day or night shifts), i.e. less than 28 calendar days.

### **Long Term Sick Absence**

An employee is considered to be on long term sick absence where they are absent from work continuously through sickness or injury for a period of 28 calendar days or more.

Please note that the annual performance bonus of an eligible employee will be reduced in relation to any periods of long term absence in the relevant performance year (unless the absence is discounted as detailed in 7.2.1. below).

## 7.2 Trigger System

7.2.1 The Company operates a trigger system to monitor attendance and to determine an acceptable level of attendance at work. The triggers applied are as follows:

### **Full Time Employees**

8 days or 4 occasions of absence in a rolling 12-month period, whichever happens sooner.

The Company's Absence Contact Centre will calculate automatically the trigger points for employees working full time hours.

### **Part Time Employees**

For employees working part time hours, the trigger points will be calculated based upon their working pattern, which will be on a pro rata basis, based on a full time working week of 37 hours. Line Managers will calculate the trigger points for employees working part time hours as follows:

Days Worked	Days	Occasions
1	2	2
2	3	2
3	5	3
4	6	3
5	8	4

### **PLEASE NOTE:**

- A **day** is a period of hours when an employee is expected to be at work or available for work. This also includes being on standby duty, stewardship and rostered overtime.

- An **occasion** is any number of shifts where the employee is absent continuously in a rolling 12-month period. This also includes being on standby duty, stewardship and rostered overtime.

### ***Employees in Probation***

Trigger points for employees in their probation period (where the probation period runs for 6 months or less) will be calculated as 4 days or 2 occasions throughout the duration of their probation period as follows:

<b>Days Worked</b>	<b>Days</b>	<b>Occasions</b>
1	2	2
2	2	2
3	3	2
4	3	2
5	4	2

Where the probation period is extended by up to a further 3 months (i.e. 7 to 9 months), trigger points will be calculated as 6 days or 3 occasions. Where the probation period is extended by up to a further 3 months (i.e. 10 to 12 months), trigger points will be calculated as 8 days or 4 occasions.

The Line Manager must ensure that all employees in their probation period are aware of these reduced triggers and that the first level of improvement notice may be a Final Attendance Improvement Notice as opposed to a First Attendance Improvement Notice. If a Final Attendance Improvement Notice is given, this means that a further absence in the probation period may result in dismissal.

On successful completion of their probation period or where a probation period runs for 12 months or is extended to 12 months or more of continuous employment, the trigger points for a Full Time or Part Time employee will be used as appropriate.

### ***Employees with a live Attendance Improvement Notice***

Where an employee is issued an Attendance Improvement Notice, the following reduced triggers will apply for the duration of the 12-month Attendance Improvement Notice:

- *Full Time Employees*  
4 days or 2 occasions of absence.

- *Part Time Employees*

The reduced trigger will be calculated as follows:

<b>Days Worked</b>	<b>Days</b>	<b>Occasions</b>
1	2	2
2	2	2
3	3	2
4	3	2
5	4	2



***Discounted Absences***

In some circumstances, particular sick absences are discounted for the purposes of the Company's absence triggers as follows:

- ***Sick Absence Related to a Recognised Disability***  
Typically, where an employee is considered to have a disability covered by the Equality Act 2010 and, in the view of Occupational Health, their sick absence is related to their disability, the absence may be discounted for the purposes of the Company's sick absence triggers.

Advice must be sought from the ERM/ERA before disability related absences can be justified as counting towards the Company's sick absence triggers. The Line Manager is responsible for explaining this to the employee and for making the employee aware that future absences related to their disability may no longer be discounted.

The Line Manager must be aware of the Company's obligations under the Equality Act and associated legislation but is not responsible for determining if an employee's illness is covered by the Equality Act. (See [Appendix 2](#)).

- ***Sick Absence Due to an Accident at Work***  
Sick absence resulting from a 'proven' accident at work that was not due to the employee's own negligence or misconduct would be discounted for the purposes of the Company's sick absence triggers.

To remain eligible for CSP, employees are required to cooperate with any reasonable investigation into accidents at work.

- ***Pregnancy Related Sick Absence***  
Where an employee has been absent from work due to a pregnancy related illness, the Line Manager will:
  - Check that an appropriate risk assessment for new and expectant mothers has been undertaken (available on the Self and Well section on [Lighthouse](#)).
  - Discuss any changes to the employee's role or hours of work, which may be necessary to ensure compliance with the risk assessment.
  - Seek guidance from Occupational Health where necessary.

Pregnancy related sick absence will be managed sensitively and appropriately and the Company will not issue a formal attendance improvement notice for pregnancy related absences (i.e. absences which are clinically confirmed as directly related to the pregnancy).

Where an employee is absent due to a pregnancy related illness in the 4 weeks before the expected week of childbirth, maternity leave will start the day after the first day of absence. Please refer to the Maternity Policy and Procedure available on [Lighthouse](#).

**PLEASE NOTE:**

The fact that an absence has been discounted for the purposes of the triggers may not negate the need for an Attendance Support Meeting (ASM) - see point 10 [below](#).

***Notifiable Diseases***

Typically, an employee will only be aware that they have a confirmed notifiable disease if they have seen a clinician or specialist and appropriate tests have been completed.

Where an employee has been advised that they have a notifiable disease, e.g. COVID 19, or has been advised that they have been in contact with a proven [notifiable disease](#), the following will apply:

- *Employees who are sick and are too unwell to work:* must report their sick absence as detailed in [6.1](#) above. Where an employee is absent from work sick with a notifiable disease, this absence will count towards the Company's sick absence triggers.
- *Employees who are not sick and are able to work:*
  - i. Employees who are able to work from home should do so for the time period recommended by their treating clinician or appropriate NHS guidance.
  - ii. Employees who work on their own, entirely outdoors, may continue to work with an appropriate risk assessment and hygiene precautions in place, unless they have received specific instruction from their treating clinician that they must not do so. In this case, they may work from home.
  - iii. Where an employee does not work outside or have the ability to work from home, the Company will make all reasonable efforts to find suitable alternative remote work for the employee to do, this includes following the guidance about restricted duties on our [Lighthouse](#) pages.

Where none of the above options (i. to iii.) are possible, the employee must report their absence as detailed in [6.1](#) above. This absence will not count towards the Company's sick absence triggers.

**8. CONTACT AND SUPPORT DURING ABSENCE**

- 8.1 The Line Manager and employee should maintain regular contact during the period of absence.
- 8.2 The Line Manager may decide to refer the employee to Occupational Health. Where the employee has been referred to Occupational Health, the employee is required to maintain regular contact with the OHA.
- 8.3 The Line Manager, with the employee's knowledge, will refer the employee to Occupational Health for advice at the first possible opportunity where it is necessary to understand:
  - The employee's likely return to work date.
  - Any workplace adjustments, e.g. restricted/adjusted duties/hours, required to facilitate the employee's successful return to work.
  - Whether or not the employee has a medical condition that makes reaching the Company's attendance standards difficult.
  - Whether the illness is likely to reoccur and the likely impact on the employee's future attendance at work.

- 8.4 Managers are expected to familiarise themselves with the Occupational Health Guidance on how to complete a management referral, which is available on [Lighthouse](#).
- 8.5 Once the clinical report has been received from Occupational Health, it may be used as part of the absence management processes detailed in points [10](#) and [11](#) below.
- 8.6 Managers are expected to familiarise themselves with the restricted duties they may be able to consider to support an employee's return to work (see [Lighthouse](#) pages).

## **9. RETURN TO WORK INTERVIEW**

- 9.1 The return to work (RTW) interview is an opportunity to discuss any underlying causes of illness and ways in which the Company can support the employee, either in their day to day role or by signposting them to sources of help or support to avoid further absences.
- 9.2 When the employee returns from any period of sick absence, they are required to call or text the Company's Absence Contact Centre number and inform them of their return to work.
- 9.3 The Line Manager is responsible for holding and must complete a RTW interview with the employee and complete the RTW form. A copy of the RTW form will be given to the employee if requested.
- 9.4 The RTW interview should take place on the first day of the employee's return to work and within 3 days of their return at the latest. RTW interviews held after 3 days of the employee's return to work should be the exception not the rule. Ideally, the RTW interview should be held face to face although this may not always be possible and, therefore, it may be carried out by telephone.

## **10. ATTENDANCE SUPPORT MEETING (ASM)**

- 10.1 The Line Manager is responsible for the correct application of this policy and procedure. Where:
- an employee has reached a company trigger (see point 7.2 [above](#));
  - an employee fails to maintain an acceptable level of attendance or performance at work due to illness or injury;
  - an employee is returning to work following a period of long term sickness;
  - an employee has a medical condition or a health issue (be it related to a disability or not);
  - an employee has a history of short term intermittent absences; OR
  - there are concerns for an employee's well-being;
- the Line Manager should consider the circumstances and determine whether or not an Attendance Support Meeting (ASM) should be held with the employee.
- 10.2 The Line Manager will write to the employee inviting them to an ASM and will give the employee at least 48 hours' notice of this meeting. This should be held face to face, where possible; employees will have the right to be accompanied as outlined in point 15 [below](#). When possible at least 48 hours' notice will be given of the meeting and it may be held during an employee's period of absence.

- 10.3 Depending on the nature of the illness or injury a flexible approach may be taken to meeting arrangements, e.g. a home visit with the employee's consent, or other suitable alternatives to a face to face meeting.
- 10.4 The Line Manager will be accompanied by another appropriate colleague or an ERM/A as appropriate.
- 10.5 The employee will have an opportunity to discuss any underlying issues that may be causing the absences/health issues and discuss any support the Company can provide to help the situation. For example – reduced hours where practicable, access to the Employee Assistance programme (EAP), access to other health and wellbeing support services.
- 10.6 The Company will make a confidential record of all formal face to face meetings. This may include the use of Company electronic recording equipment. The employee's use of personal electronic recording equipment of any description is not permitted.
- 10.7 Outcomes of an ASM could include:
- When discussions have taken place and the Line Manager is satisfied that a formal attendance improvement notice is not going to take place, they will agree with the employee any actions which need to be taken to ensure the employee meets the standards of attendance in the future. The Line Manager will confirm the agreed actions in writing.
  - After speaking to the employee and looking at the pattern of the absence and reasons for it, the Line Manager may need to seek further medical advice (e.g. referral to Occupational Health) if considered necessary. They may also need to determine whether or not the employee has a medical/health condition that makes reaching the Company's attendance standards difficult.
  - After careful consideration of all the information, there may be cause to issue the employee with a Formal Attendance Improvement Notice explaining the standard of attendance required and the potential risk of dismissal if their attendance continues to fall below the Company standards:

**First Attendance Improvement Notice** - this will remain live on the employee's file for 12 months from the date the employee was informed of the decision to issue a formal attendance improvement notice <sup>1</sup>.

**Final Attendance Improvement Notice** – normally where an employee already has a live First Attendance Improvement Notice for absence, the next level will be a Final Attendance Improvement Notice. This will remain live on the employee's file for 12 months from the date the employee was informed of the decision to issue a formal attendance improvement notice.

### **Dismissal with Notice**

A Final Stage Attendance Meeting is required before any decision can be taken to dismiss an employee. This will be chaired by a manager with the appropriate skills and expertise. Prior to proceeding to a Final Stage Attendance Meeting, the hearing manager will obtain a clinical report from Occupational Health whenever prudent to do so.

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<sup>1</sup> In exceptional circumstances the date of issue of the attendance improvement notice may be considered and amended

Normally, where the employee already has a live Final Attendance Improvement Notice for absence, the next level will be consideration of dismissal with notice due to an unacceptable level of attendance. In exceptional circumstances, a further Final Attendance Improvement Notice may be issued for up to an additional 12 calendar months.

- d) Supporting the employee with workplace adjustments, e.g. temporary reduced working hours (to be reviewed on a regular basis).
- e) Agreeing a Return to Work Plan (including any temporary workplace adjustments / alternative or reduced duties) to be monitored and reviewed formally as many times as appropriate. If appropriate, the Line Manager may discuss and agree a RTW programme with the employee, by telephone and confirm the details of the plan and discuss them again at the employee's RTW interview on the first day of their return to work.
- f) Where it has been agreed that support can be provided, regular meetings with the employee, the Line Manager and the ERM/A will be held to review the time period that this can be sustained.
- g) Further investigation needed (e.g. specialist medical report) or time to rehabilitate.
- h) Setting attendance targets for the employee to meet.
- i) Exploring option of redeployment to an alternative post - the [redployment process](#) will be considered and followed, i.e. the employee will be provided with help being added to the redeployment register and producing a CV.
- j) Considering application for Income Replacement Scheme (IRS) - employees may be entitled to IRS, which may pay up to 50% of the employee's salary for a maximum of 2 years after their Company Sick Pay has been exhausted. The ERM/ERA will provide further guidance on IRS at the appropriate time.
- k) A decision to hold a Final Stage Ill Health Capability Meeting because, following a review the position is not sustainable in that:
  - there have been further absences; and/or
  - there is no option of suitable redeployment or redeployment has not proved successful; and/or
  - IRS is not an option or has not been approved; AND
  - the employee is unlikely to be fit to return to work/carry out their full duties in the foreseeable future.the employee will be told that a Final Stage Ill Health Capability Meeting will be arranged, where their dismissal on the grounds of ill-health capability is a possible outcome.

10.8 The outcome of the meeting will be confirmed in writing and, where appropriate, the employee will be advised of their right of appeal. Please see point 16 [below](#).

## **11. ILL HEALTH CAPABILITY – FINAL MEETING**

- 11.1 Where the Company can no longer accommodate the level of absence, workplace adjustments or restrictions or the lack of working to the required standard, consideration may have to be given to dismissing an employee (with notice) on the basis of ill-health capability. Normally this occurs where:
- It is apparent that further reasonable workplace adjustments cannot be made to assist the employee's return to their full job role or that reasonable adjustments have not improved the position significantly.
  - It is not reasonable for the business to continue to sustain the employee's level of absence and/or the agreed workplace adjustments.
- 11.2 The employee will be invited to attend a formal Final Stage meeting where they have the right to be accompanied (see point 15. [below](#)). The meeting will be chaired by an independent Hearing Manager with the appropriate skills and expertise and supported by an ERM/ERA who will offer advice and guidance on procedure.
- 11.3 Prior to the meeting, the Line Manager will seek advice from the ERM/ERA and:
- Gain up-to-date medical information (together with any other relevant information) containing the latest prognosis for returning to normal working or any reasonable workplace adjustments that may help support normal working.
  - Explain the reasons why the Company can no longer sustain the employee's absence levels and/or the current workplace adjustments. Business reasons in terms of cost/impacts on productivity and the team may be included if appropriate.
- 11.4 At the Final Ill-Health Capability Meeting, the Hearing Manager will determine the next steps, which could include:
- a) No further action as the required attendance /performance/capability standards have been met. The Hearing Manager will write to the employee confirming that they are expected to maintain the standard of attendance/performance /capability going forward and that failure to do so within the following 12 months may result in a further Final Ill Health Capability Meeting.
  - b) Allow the employee a further set review period to meet the required attendance /performance/capability standards. The Hearing Manager will write to the employee confirming the time period and recommending the actions / support required during this period.
  - c) Dismissal with notice, as there is no further support that can be provided, the position is unlikely to change in the foreseeable future and the Company can no longer sustain the level of absence and/or reduced performance/capability in the role.
- 11.5 The outcome decision will be communicated in writing to the employee by the Hearing Manager, including the employee's right to appeal (see point 16 [below](#)). Due to the nature of the concerns, normally the employee will not be required to work their notice period, and a payment in lieu of notice will be made.

11.6 A decision to dismiss can be taken before Company Sick Pay has been exhausted.

## **12. SICK ABSENCE CAUSED BY A THIRD PARTY**

12.1 An employee who is absent from work due to an accident will not be entitled to Company Sick Pay if damages are payable from a third party.

12.2 The employee is required to pursue a loss of earnings claim against the third party.

- 12.3 The Company will advance sick pay to the employee with the expectation that this will be repaid once damages are received.
- 12.4 Payment of Company Sick Pay is reliant upon the employee returning to work as soon as they are fit and able.
- 12.5 Where payment is made in full to the Company, the relevant absence will be discounted when the employee's eligibility for Company Sick Pay is calculated. If part payment is received by the Company, the element of Company Sick Pay not repaid will be used in the calculation of the employee's future eligibility for Company Sick Pay.

### **13. SICK ABSENCE DURING ANNUAL LEAVE**

- 13.1 For sick absence prior to a period of formally booked annual leave, where the employee is not well enough to continue with their holiday plans (e.g. they have to cancel their trip or they are admitted into hospital), they may request to have their annual leave cancelled. In order to reclaim the annual leave:
- the employee must contact the Company's Absence Contact Centre on the first day of illness;
  - the request must be made prior to the first day of the holiday; and
  - evidence will be required that confirms the first date of the sick absence (e.g. a fit note or hospital certificate).
- 13.2 If the Line Manager agrees to cancel the annual leave in these circumstances, the absence will count towards the Company's sick absence triggers (see point 7 [above](#)).
- 13.3 Where the employee has been able to continue with their holiday plans, the request may not be granted.
- 13.4 For sick absence during a period of formally booked annual leave, employees may reclaim days or part days and take them at a later date. In order to reclaim the annual leave:
- The employee must contact the Company's Absence Contact Centre on the first day of the illness.
  - Evidence will be required for the full period of illness, regardless of its length (i.e. appropriate medical confirmation).
  - Where the Line Manager agrees to cancel the annual leave, the absence will count towards the Company's sick absence triggers (see point 7 [above](#)).
- 13.5 Employees are responsible for ensuring that during their period of annual leave, they do nothing to jeopardise their full recovery and eventual return to work.
- 13.6 During a period of sick absence, annual leave is accrued in the usual way and it remains the employee's responsibility to book and take their annual leave in accordance with the Company's [Annual Leave](#) Policy.
- 13.7 Where annual leave is not taken within any one leave year (1<sup>st</sup> April to 31<sup>st</sup> March) due to long term sick absence, only the statutory leave element and not the additional Company leave element will be carried over to the following leave year. Leave accrued in this way must be taken within 18 months from the point of the carry over date.

### **14. TIME OFF FOR MEDICAL APPOINTMENTS**

- 14.1 Time off work for medical appointments must be agreed between the employee and the Line Manager in advance. Wherever possible, appointments should be booked taking into account the operational needs of the business (i.e. at the beginning or the end of the shift).
- 14.2 Emergency appointments should be recorded as sickness absence because the employee would generally not be fit for work.
- 14.3 Employees who have routine appointments, e.g. GP, dental and hospital tests/ check-ups will either make up the time or book annual leave for these appointments, subject to operational needs.
- 14.4 Employees undergoing minor hospital procedures, (e.g. an endoscopy), which involve typically between a quarter and a full day's absence from the workplace, may take this time off work as authorised paid absence. It should be recorded on Workday as Absence > short-term > Medical Appointment. Any recovery time after the procedure will be treated as sick absence and should be reported to the Company's Absence Contact Centre.
- 14.5 If operational needs allow, the Company will make reasonable adjustments to accommodate regular medical/health appointments, as appropriate.
- 14.6 For maternity related appointments, please refer to the Maternity Policy and Procedure available on [Lighthouse](#).
- 14.7 Paid time off will not be granted for cosmetic, elective procedures; annual leave should be requested in these circumstances.

## **15. RIGHT TO BE ACCOMPANIED**

- 15.1 Employees have the right to be accompanied by a fellow worker or recognised trade union representative at formal meetings under this procedure.
- 15.2 It is the responsibility of the employee to arrange their own companion and provide their companion with any relevant information.
- 15.3 If the employee wishes to take up their right to be accompanied, they must notify the Company who they have chosen to accompany them without unreasonable delay and as far as possible in advance of the meeting.
- 15.4 If the chosen companion is unable to attend a meeting, another date for the meeting can be suggested, as long as it is reasonable and not more than 7 calendar days after the date originally proposed by the Company. The Company will make reasonable efforts to agree an alternative time and date.
- 15.5 The chosen companion may address the meeting, put forward and sum up on behalf of the employee and confer with the employee during the meeting. The chosen companion is not permitted to answer questions on behalf of the employee, address the meeting without the employee's express permission, or prevent them from offering explanations.



## 16. APPEAL

- 16.1 If an employee wishes to exercise their right of appeal, they must:
- submit their appeal in writing, within 14 calendar days from the date the outcome decision was communicated to them;
  - address their appeal to the appropriate Employee Relations Manager and send it to the [employeerelations@anglianwater.co.uk](mailto:employeerelations@anglianwater.co.uk) mail box;
  - clearly state why they believe that they have grounds of appeal, which must be about:
    - a failure in the process;
    - a misinterpretation of evidence or events;
    - the availability of new evidence; and / or
    - a belief that the outcome/sanction was unreasonable, inconsistent or erroneous in the circumstances;
  - not use the appeal procedure to raise new, unrelated, issues that have not been mentioned previously; and
  - indicate whether they wish their appeal to be heard face to face or through correspondence.
- 16.2 The Appeal Procedure will be followed; any attendance improvement notice or decision to dismiss remains in place unless and until it is changed by the Appeal Manager.
- 16.3 The decision by the Appeal Manager will constitute the Company's final response.

## 17. MEDICAL SUSPENSION

- 17.1 The Company reserves the right, in particular circumstances, to suspend an employee from work, on full pay. Advice must be sought from an ERM or senior representative of the People Team.

## 18. OVERLAPPING POLICIES AND PROCEDURES

- 18.1 Where an employee raises a grievance or is being investigated under the Company's disciplinary policy or performance procedure, it may be appropriate to manage the issues concurrently, particularly if they are related. Normally, the sick absence procedure will not be delayed by any other Company policy or procedure.

## 19. RECORDS

- 19.1 It is the Company's standard practice that normally all written correspondence will be sent by email. Where this is not possible (i.e. the employee does not have a Company email account), it will be sent by standard mail.
- 19.2 All information will be held on the employee's record in accordance with the Company's Data Retention [Policy](#).
- 19.3 Absence data (including dates and reason for absence) is used to ensure that employees receive appropriate signposting/support and that the Company understands its responsibilities in terms of adjustments that may be required, in addition to gathering statistical data to monitor trends in health and wellbeing.

**20. FURTHER ASSISTANCE**

Please contact your Employee Relations Manager (ERM) or Employee Relations Advisor (ERA) for further assistance. Details of the Business areas covered by each ERM/ERA can be found [here](#).

**LAST REVIEWED**

January 2025

## APPENDIX 1: SOURCES OF HELP, WELLBEING AND HEALTH SUPPORT

We offer a wide range of help and support services to our people, many of which are detailed below for ease of reference. These are updated from time to time - please visit the wellbeing pages on [Lighthouse](#) for the most up to date information.

### Remote GP

Provided by Unum Help@Hand. The service is available to all Anglian Water employees, as well as eligible family members (partner and children up to 18, or up to 24 if in full-time education) who reside in the same household.

The Unum Help@hand app is available and can be downloaded by searching 'Help@hand' in the App Store or Google Play, and logging in with the Anglian Water group pin: **913118**

Offers 24/7, unlimited remote GP appointments that can be booked via the app or by calling call Help@hand on **08083 043 698**.

For full details of the service and how to download the app, please visit our [Lighthouse](#) pages.

### Employee Assistance Programme (EAP)

From time to time we will come across a situation when some extra help and guidance can make all the difference. These situations can range from buying a home, to having children to dealing with bereavement or relationship difficulties. It may be that employees would like to improve some aspect of their lives or achieve a better work-life balance. Most of us know when this additional support would be welcome but knowing where to find it can be difficult. This is where the EAP can help.

The EAP provides a confidential advice, information and support service for all employees and their immediate household family members. It's completely FREE of charge. The service can be provided in a number of ways to suit individual needs. This may be over the phone, by post, online and for counselling this can be in a face-to-face setting close to work or home. Key points about EAP:

- Available 24 hours day, 7 days a week, 365 days a year - state that you work for Anglian Water
- Self Referral - no need to get approval to call, just pick up the phone
- No cost to you.
- Solution-focused, structured counselling - Brief Therapy (up to 6 sessions).
- Practical Information, support and signposting - Legal, money & debt, wellbeing
- Confidential and independent from Anglian Water.
- No limit to the number of issues you can gain support on.
- Eligibility is for all permanent colleagues and their dependents living at the same address - must state that they are a family member of Anglian Water Colleague Note: Immediate family include spouse/partner and adult children aged between 16 -23

**Telephone** - 0800 678 1466 or 01480 323323 (option 4)

**Website** - <https://wellbeing.hub.healthhero.com>

USERNAME: **Anglian**

PASSWORD: **Water**

### Wellness Action Plan (WAP)

The focus is shifting from reactive management of sick absence to a more proactive approach of prevention through promoting wellbeing and improving employee engagement.

The Company is looking for new ways to address employee wellbeing and has introduced the use of a Wellness Action Plan (WAP), a tool that helps all employees manage their mental health and general wellbeing at work.

A WAP can be put in place at any time and is agreed by the employee with their line manager. This does not replace any formal process and can be used before any sick absence is taken or a formal management process is started to support and enable wellbeing.

For a WAP template please see the Employee Well Being pages forms on [Lighthouse](#).

### Private Healthcare Scheme

We all need access to medical care at some point in our lives and we want to make sure our people get the best treatment possible. This benefit gives employees access to medical care at a time and place that is suitable for them. Employees can choose to reduce their level of cover if they wish and can put the remaining balance towards other wellbeing benefits.

As a member of a private healthcare scheme an employee may be able to see a specialist. Eligible employees can Alliance Health Group for further information on **0808 168 2448** or email [awgmailbox@allhealth.co.uk](mailto:awgmailbox@allhealth.co.uk). More information about the Scheme can be found on Lighthouse [here](#).

Services available from the Private Health Care Scheme include:

#### 1. IPRS Health Portal

[www.myIPRShealth.com](http://www.myIPRShealth.com) provides patients with a greater level of control over their health and wellbeing by providing them with the tools to manage their own recovery and sustained wellbeing. The site is designed to enhance the rehabilitation process by encouraging patient self-management. It aims to improve knowledge and awareness around musculoskeletal and mental health issues.

This is achieved by providing physiotherapy services and information on specific injuries and conditions. The website utilises multimedia including videos, articles and interactive graphics. This specific information is also coupled with general health and wellbeing advice. Importantly myIPRShealth.com provides access to patient specific exercises and advice for physical and common mental health conditions. See [www.myiprshealth.com](http://www.myiprshealth.com) using code **anglianwater**.

Key points about IPRS Health:

- Physiotherapy appointments can be arranged over the telephone (**0800 316 2965**) or via an online portal at a time convenient to the employee using <https://onlinediary.iprsapps.com/AWG/diary>
- Employees will be able to speak to a physiotherapist within 24 hours of making an appointment
- Employees can choose to have appointments digitally visual using a mobile device, laptop or tablet for those with time and travel issues. Video calls will work seamless with Android and apple devices when connected to WIFI.
- Text alerts can be used to remind employees of appointments.
- Face to face consultations will still be available for those that need a 'hands on' approach at a clinic convenient to their location.

## 2. Mental Health Self-Referral

Employees on Gold and Silver Level Health care plan can directly access Mental Health support services - they do not require a GP or Occupational Health referral letter to access their healthcare plan for Mental Health support. This allows for early access for mental health support at a time that suits them.

- All employees need to do is to complete a brief screening form via an online portal at a time convenient to them. <https://www.iprshealth.com/awg-selfreferral>
- Employees can choose to have appointments digitally visual using a mobile device, laptop or tablet for those with time and travel issues
- Employees will be able to speak via video call or audio call to a Triage Mental Health Practitioner within 24 hours of completing the online screening form.
- Face to face Consultations will be available and arranged for those that need it at a clinic convenient to their location.

The [EAP](#) can still support ALL employees and close family members for in the moment, and short term mental health support.

However, mental health self-referral allows those within the private healthcare scheme access to a board range of medical experts for long and short term solutions.

### **Links to Intranet sources of Wellbeing and Mindfulness**

Well-being is being comfortable, healthy, or happy. It is a complex combination of physical, mental, and social health factors. We care about our employees' wellbeing and through a series of campaigns and activities have aimed to improve employees' health and well-being. We will do all we can to support employees to ensure that they are the best they can be at home and at work.

Employees should feel empowered to take action and to play a part - talking to others, doing charity work, learning, staying active and taking notice of things around them are all proven techniques to help build our physical and mental resilience and help us stay well. There's lots of support available on the Wellbeing hub, see:

<https://anglianwater.sharepoint.com/sites/cpgLifeWellbeing>

#### Mindfulness

Mental health is everyone's business. We all have times when we feel down or stressed or frightened. Most of the time those feelings pass. But sometimes they develop into a more serious problem and that could happen to any one of us. Everyone is different and mental health isn't always going to stay the same, as people move through different stages of their lives: circumstances can change and so can mental health. To access further information and tools see:

<https://anglianwater.sharepoint.com/sites/cpgLifeWellbeing/SitePages/MentalHealth.aspx>

#### Wellbeing

Below is a list of some of the options available. Visit [Lighthouse](#) / Boost to discover more including:

- Eye Tests
- Financial Wellbeing
- Flu Vaccination Voucher
- VDU / DSE Test
- Employee Well-being
- Safety Prescription Glasses

In the Discounts section there are a range of discounts including:

- Discounted Gym Memberships
- Sports and Leisure Activities
- Specsavers Premium Club

**APPENDIX 2: WORKPLACE ADJUSTMENTS – HELPING EMPLOYEES ATTEND WORK****THE LEGAL POSITION**The Equality Act 2010

This Act offers protection to people on grounds of disability by conferring a legal obligation on employers to make reasonable adjustments for employees who are or become disabled.

In summary under the Equality Act:

- a 'disability' is considered to be "a physical or mental impairment, which has a substantial and long term adverse effect on a person's ability to carry out normal day-to-day activities". A disability can be visible or non-visible.
- the duty to make reasonable adjustments to avoid a particular disadvantage experienced by a person with a disability comprises a series of responsibilities falling into three areas:
  - (i) adapting our practices, policies and procedures;
  - (ii) providing additional aids or services; and
  - (iii) overcoming a physical feature of premises which is a barrier to access by altering or removing the feature.

It is not possible to provide an exhaustive list of reasonable adjustments, since an adjustment can only be determined as reasonable or not in relation to a specific set of circumstances. However, the Equality Act's code of practice suggests that, when deciding whether or not an adjustment is reasonable, we should consider the following:

- the effectiveness of any adjustment: for example, revising our absence triggers may really help people support attendance at work, whilst providing signers at a conference where there are British Sign Language (BSL) users will only be effective if the BSL users have a clear and uninterrupted view of a signer during each session;
- the practicability of the adjustment: for example, it would not be practicable or necessary to install a wheelchair accessible toilet in a site office, if an employee could work from another office building where such a toilet is easily accessible to wheelchair users;
- the financial and other costs of any adjustment: for example, the financial costs of adapting an unmanned site for wheelchair access would not be justifiable as lone working in these sites would not be considered a safe working practice for someone using a wheelchair, whilst providing specialised IT equipment/screens may be reasonable;
- the extent of disruption caused: for example, where visits by wheelchair users are rare, it would be reasonable to have a portable ramp available rather than altering every area of the building where there is a step;
- the extent of our financial and other resources, and the amount of resources already spent on adjustments: any adjustment would need to be proportionate, taking account of the Company's size, funding and function; and
- the availability of financial or other assistance: for example, grants such as Access to Work funding may be available for adapted technology for an employee with a disability.

## COMPANY APPROACH TO WORKPLACE ADJUSTMENTS

In addition to fulfilling our legal obligations, the Company is committed to maintaining high standards of accessibility and experience of our service and facilities for all those with whom we come into contact. Therefore, we extend our approach to reasonable adjustments to embrace not just disability, but any special individual need or circumstance.

While it is not possible to list all such circumstances, some examples of areas where we may make adjustments which may not be covered by the Equality Act are as follows:

- providing additional/specialised equipment;
- agreeing restricted/light duties for a specified amount of time, for example to support the return of an employee to work after an illness/operation (see restricted duties learning and development on [Lighthouse](#));
- agreeing a change in shift patterns/start or finish times for a specified amount of time, for example to support an employee's attendance at agreed medical appointments/therapy;
- agreeing to a change in role/duties for a specified amount of time, for example to support an employee with on-going treatment like chemotherapy or radiotherapy;
- providing information in different languages, or translation and interpreting services for people whose first language is not English;
- providing additional support to people with literacy problems;
- providing additional support to people who need it because of physical, emotional or mental infirmity;
- providing additional support to people who have communication or learning difficulties; and
- providing support to carers and advocates for people with special needs.

This is not an exhaustive list and whilst a Line Manager will endeavour to be supportive any adjustments for the individual must be balanced with the operational needs of the business/workload/capacity and following advice from Occupational Health where appropriate.

The role of the Occupational Health Service is to provide advice and guidance on adjustments that might enable the employee to fulfil their job role effectively.

It is the Line Manager's responsibility to determine whether the adjustments are reasonable; that means whether they can be accommodated in the specific operational circumstances, and for how long they can be sustained. The Line Manager needs to take into account the size, resources and impact on the team and the business unit as a whole. Consideration must be given to the health, safety and wellbeing of all employees, not just the individual for whom the adjustment is being considered.

Where an adjustment is not reasonable, the Company is under no obligation to offer it. Where the Line Manager determines an adjustment cannot be accommodated, the reasons for their decision must be capable of withstanding external scrutiny.

It is the employee's responsibility to do all they reasonably can to remain at/return to work, including working available suitable alternative duties as identified by Occupational Health or proposed by the line manager. Where the employee chooses not to cooperate, or provide the company with relevant information, they will no longer be eligible for Company Sick Pay for that absence (See [Policy 5.8](#)).



As a general rule, Line Managers and employees should:

- Ask – don't assume. Remember that many disabilities or special needs are not necessarily visible or obvious. Therefore, ask people whether they need additional support.
- Listen. Most people with a disability or special needs will know what support they need and will tell you how you can help them. Try to meet their request where it is reasonable to do so.
- Be flexible. Remember that people in similar sets of circumstances may have different ways of dealing with them – just because people have a similar disability or set of circumstances, it does not mean that they will require the same support. For example, one deaf person may use British Sign Language and another may lip read.
- Be honest. If someone asks for an adjustment that you are not sure we can provide, explain that you will need to check on what support is available and get back to them.
- Seek help. Advice should be sought from the appropriate Employee Relations Manager (ERM) or Employee Relations Advisor (ERA) before agreeing or rejecting any suggested workplace adjustments.

**APPENDIX 3: COMPANY SICK PAY**

Details of the Company Sick Pay Scheme are provided below:

1. Employees will receive Statutory Sick Pay (SSP) for absence due to illness or injury.
2. Company Sick Pay (CSP) is paid inclusive of SSP.
3. Eligibility for Company Sick Pay (CSP) is dependent upon employees adhering to the policy outlined in sections 5 and 6.
4. CSP is calculated over a rolling 12-month period.
5. CSP is payment of an employee's basic salary and benefits in accordance with their terms and conditions of employment. This does not include overtime payments.
6. Eligibility for CSP for all employees, is based on an employee's length of continuous service as shown in the table below. Please note: One month is equivalent to 26 days excluding Sundays:

<b>Continuous Service</b>	<b>Full Pay (months)</b>	<b>Half Pay (months)</b>
Up to 4 months	1	0
4 months - 1 year	1	2
1 year - 2 years	2	2
2 years - 3 years	3	3
3 years - 4 years	4	4
4 years - 5 years	5	5
5 years or more	6	6

7. CSP may be withdrawn if (but not limited to) the circumstances where an employee is not cooperating with the Company or providing relevant and up to date information regarding the reasons for absence (see [Policy point 5.8](#)).
8. Unless an employee's contract of employment states otherwise, there is no contractual obligation, implied or otherwise, on the Company to pay CSP.
9. Please see [Policy point 12](#) for payment of CSP for sick absence due to an accident caused by a third party.
10. In the event that an employee returns to work following a period of extended sickness absence, payment for which has been received under the [Income Replacement Scheme](#), any entitlement to CSP will be conditional upon the employee sustaining a meaningful return to work. Therefore, unless there are exceptional circumstances resulting in the Company exercising its discretion to pay CSP, no CSP will be payable for any absences in the 6-month period immediately following the employee's return to work. Payment of SSP will apply in the normal way.