



Guide to Working Flexibly at Pentland

This Policy applies to all people employed by wholly-owned subsidiaries (100% shareholding) within the Pentland Capital Limited (PCL) and Pentland Group Holdings Limited (PGHL) groups of companies including Pentland Brands Limited employees. This Policy does not apply to consultants, agency workers or self-employed contractors.

Where a Pentland Subsidiary is incorporated or has its principal place business outside of the United Kingdom, or where employees of a Pentland Subsidiary are located outside of the United Kingdom, PCL and PGHL reserves the right to follow an alternative procedure in accordance with local practice or legislative requirements. This policy does not form part of your contract of employment and PCL and PGHL reserves the right to amend this policy at any time.

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Introduction

We want to encourage everyone at Pentland to think and work flexibly, in a way that works best for you, your work style and preferences and supports your work commitments at Pentland. We hire talented and diverse people who have busy personal and professional lives involving families, travel, voluntary work, public service duties, sporting interests, hobbies and passions.

We know that our people are committed to our success as a business, and we trust in you to achieve your objectives; we measure your performance on what and how you achieve your goals, rather than the number of hours you spend at your desk.

To be a successful business, we need to operate in an agile way with adaptable working environments that support our people. All of us have different work-life blends and we want to support you in delivering your work in a smart, effective way.

This guide can help you start the conversation around finding ways of working that help you, your team and manager find the right balance.

Who does this guide apply to?

We're a global business, with offices in multiple locations around the world, so working flexibly helps us stay connected. Being global also means that we have some differences in our guidelines and policies depending on what region you're in, so if you're outside the UK please speak with your manager or local HR rep for details relevant to you. This guide applies to all permanent, fixed-term, full-time and part-time employees of Pentland Brands Ltd in the UK and Ireland.

What do we mean by "flexible working"?

At Pentland, flexible working comes in many forms, but typically describes an arrangement where you adjust how, where or when you work.



For you, flexible working may include:

- Making the most of our work environment by hot desking with a different team, or from a different Pentland office
- Working from home, occasionally or regularly, and keeping in touch with your colleagues using Office 365, Teams and Yammer
- Flexing your start and finish times
- Reducing your work hours by working part-time
- Job-sharing

Where it works for the business, informal flexible working, on a temporary arrangement, is available to all using the SMART working guide, regardless of any personal or professional characteristics. These ways of working support our Diversity and Inclusion agenda where everyone is welcomed, supported, and encouraged. As a company, we have committed to reviewing all new roles (for internal and external candidates) for their flexibility; where we can offer part-time or flexible hours, we will.

Alongside this guide, we recommend reading our Other Leave Policy which covers emergency time off, caring for dependents, and taking periods of unpaid leave including sabbaticals or our SMART Working Guide, which covers a hybrid way of working combining remote work and a presence in the office for all office based employees.

If you'd like to make a permanent and contractual change to your working hours, pattern or location you'll need to make a formal request as we'll need to make a change to your contract of employment.

Remote Working

When working remotely, it is important that our Pentland systems and data are accessed safely and securely and that the appropriate IT equipment is allocated and used in accordance with any health and safety regulations, Pentland Brands IT Remote Working Policy details everything you need to consider when working remotely from an IT perspective.

Working From Home

Health and Safety

As an employer, we have the same health and safety responsibilities for home workers as for any other workers. This includes making sure that the work can be done safely at home, making sure you have the right equipment to work safely, we have assessed any risks associated with home working and by ensuring that every home worker has access to relevant training.

Similarly, if you work from home, you will have the same health and safety obligations as other employees. You must take reasonable care of your own health and safety and that of anyone else who might be affected by your actions and omissions.

Training

Everyone is invited to complete the Agile Working Course on our health and safety training platform. This training will enable to you stay healthy and productive in all work settings, including when working from home. You will be required to complete this training module every two years.

Assessment

For anyone working at home on a long-term basis the risks associated with home working must be sufficiently assessed and controlled. As part of the Agile Working Course, you will be required to complete a self-assessment of your working environment. The report from the assessment will be sent to our health and safety team who will pick up any required actions. If the issue can be easily resolved, they will be in touch with you to discuss the next steps. If a further investigation is needed, you will be offered an assessment with our service provider Posturite, who will be able to evaluate your home workstation and recommend further improvements.

You will need to complete the self-assessment every two years or when there is a major change to your working environment.

Equipment

We will provide any equipment that we consider you reasonably require to work from home safely and effectively.

Every employee who temporarily or permanently works from home will be able to order equipment which will help them make the most of their home working environment and eliminate any risks relating to incorrect posture. In most cases this will be a mouse, a keyboard and a laptop stand. If during the self-assessment an employee reports any concerns relating to their posture, we will provide them with additional ergonomic equipment such as a back support or a footrest. This will be evaluated on a case-by-case basis.

Any employee who is home-based as per the terms of their contract will be able to request a monitor, a desk and an office chair to be provided for their home office. The equipment will remain our property and you must use it only for the purposes for which we have provided it. Any faults to the equipment provided for the purposes of home working must be reported.

Getting started

The basis for all good working arrangements is trust; we encourage open and honest conversations. Be clear on your objectives, outcomes and responsibilities, and keep all lines of communication open. Flexibility works both ways, and all flexible work arrangements should be reviewed regularly to make sure they're working on both sides. If you want to explore working flexibly, speak with your manager. Before you speak with them you may want to consider the following:

- + What kind of flexibility would work best for you? Is it a change in work environment? Different working hours? Try to be specific about what you're asking for and how it will help you deliver your goals.
- + Will there be an impact on others? And if so, what adjustments or arrangements may be needed to ensure continuity of business support? Are there any days that it wouldn't work so well for you to be away from your normal working environment - the day when other team members generally visit your office, or the day of your regular team meeting?
- + Do you have the technology and environment you need? What kind of work will you do when you're working off-site rather than in the office? Are you able to stay connected with your colleagues using good WiFi and a strong phone signal? Is your home environment suitable for sustained, focused working i.e. free from noise and disruptions by family and friends? Remember working from home is not there to provide childcare arrangements so suitable childcare will still need to be in place when you are working from home.
- + Is your requested working pattern sustainable? Your wellbeing is our main priority so, whilst we want to empower you to flex your hours, it's important to ensure you have enough breaks during working hours and enough time to switch off outside of them. Working patterns must also be sustainable, to avoid fatigue and any negative impact on your performance or the quality of your work.

- + When considering your hours, ensure they are within the Pentland standard office hours worked. This will help formulating a sustainable working pattern either informally or through a formal request:

1-hour unpaid break taken during the day on any day of more than 6 working hours; 30 minutes when working more than 3.5 working hours. A normal working day is 7.5 hours.



Please do not plan to work through breaks in order to compress hours

Flexibility from the individual when work hours may need to change to flex the work schedule, business priorities or team availability

Condensed Hours

We want to promote a work environment that encourages people to be at their best. Consistently working condensed hours extends the working day, which can have a negative impact on your performance and your health and wellbeing. We have a duty of care to ensure that employees are not consistently working longer hours each day or reducing their break times. As such, condensed working requests will be only considered on exceptional circumstances and only on a short-term basis.

We'll monitor the format and number of different flexible working patterns and any impact on the business, the individual, their colleagues and our other stakeholders. This may be helpful to inform later discussions and may be relevant in considering future flexible working requests, particularly if these are in the same part of the business. Typically, formal requests will be managed in the order they are received.

Making a Permanent Change To Your Hours

If you'd like to formally request a flexible working arrangement which involves a change to your working hours, or days, on a permanent basis, you should submit a formal application to your manager, who may also seek advice and guidance from HR Services HRServices@pentland.com.

Managers, should refer to the [Manager's Considerations – Flexible Working Request](#) on My Pentland when you receive a request, the formal application form will be found on My Pentland. If and when the request is formally approved, your contract of employment will then be updated in order to reflect these changes on a permanent basis. Changes may be subject to a trial period, which gives you and your manager an opportunity to review how the arrangement is working in practice before deciding whether it can be approved on a permanent basis and/or whether any amendments need to be made.

Requesting a Change to Location

If you'd like to formally request a flexible working arrangement which involves a change to your location on a permanent basis, you should submit a formal application to your manager. Your line manager will need to gain agreement in principle by your functional exec member before submitting a rationale/business case. Your line manager will follow the Flexible Working Guide How to manage requests for change in location, which can be obtained from the HR Services team. Once complete, the line manager will submit to the Monthly Reward Forum for the Exec team to approve.

If the request is to locate to a different country, this process will be more complex and may take longer to investigate. Your line manager will keep you updated on the progress of your request.

Requesting Additional Home Base Working

As part of our temporary SMART Working Policy, we're moving to a hybrid way of working, enabling employees in our global offices to continue to work remotely for a proportion of the week while ensuring that our offices remain central to our culture. Employees can work from home a maximum of **40%** of their working time and we're asking everyone to come into the office for **60%** of their time to connect, collaborate and get things done. We are asking that everyone comes into work on core working days Tuesday, Wednesday and Thursday.

As such, requesting additional home working will only be considered on an exceptional basis and following the flexible working process, as the SMART working policy is on a temporary basis and is subject to change.

Eligibility

- + You'll need to be a paid employee of Pentland Brands Ltd i.e. not an agency worker or consultant, although arrangements may be put in place for you by exception if you are
- + You'll need to have been working for Pentland Brands Ltd for at least 26 weeks
- + You should not have made an application to work flexibly during the past 12 months - but this doesn't prevent you from having an informal discussion with your manager about changes to your working pattern, either at your or your manager's request.

You may request a change to the number of hours you work and/or the times or days you work and/or a change to your place of work.

We'll consider all applications fully and fairly and provide you with feedback on our considerations.

The Application Process

You should carefully consider what pattern of work is desired and its impact on our business, before submitting a Flexible Working Request Form to change your working arrangements on a permanent basis.

Important points to consider:

- Any financial implications this change might have, in cases where your desired working pattern involves a drop in hours, salary, pension contribution (monetary value not percentage) and potentially annual leave entitlement
- How the duties and deliveries required of your role will be managed under the proposed arrangements
- Any impact the new arrangements may have on your team members, and on Pentland as a business

Once we receive your formal application for flexible working, it will be reviewed and fully considered. Your line manager will arrange to meet with you within a reasonable timeframe of the application being submitted. You have the right to be accompanied to this meeting by either a work colleague or a trade union representative. Following this meeting, your line manager may meet with you again to discuss the request again and/or to deliver the outcome.

Once an outcome has been decided, your line manager will write to you confirming the outcome of the request and the reason for their decision, your trial period (if relevant) and any subsequent changes to your terms and conditions of employment.

We aim to conclude the full process within the statutory 3-month timeframe, inclusive of any appeal period, but will of course endeavor to reduce this timeframe where possible. Exceptionally, and with your agreement, this timeframe may be extended.

Ending the Arrangement

If a change to working pattern is agreed, as part of a flexible working request a permanent change to terms and conditions (unless it is subject to a trial period - see below) and you'll be unable to make a further formal request within a 12-month period. If, however, you wish to end this arrangement, we'd encourage you to speak to your line manager and they'll assess whether this is viable; all requests in this respect will be treated on a case by case basis.

Trial Periods

Normally, approved flexible working arrangements will be subject to a three-month trial period that allow both sides to assess if the arrangement works for you and for the business. During this time, should either party deem the arrangement to be untenable they may serve the other party 2 weeks' notice to return to the previous arrangement. At the end of the trial period, the arrangement may be approved (resulting in a permanent change to your terms and conditions) or rejected (resulting in a reversion back to your previous working pattern) or an alternative arrangement may be suggested.

Appeal

You have the right to appeal against the outcome of your flexible working request. An appeal should be submitted in writing to HR Services HRServices@pentland.com within seven calendar days of the date on which you receive your outcome letter. Within your appeal you should clearly outline the grounds for appeal. We will arrange a hearing to discuss your appeal, to take place usually within ten calendar days of receipt of your written appeal.

We may need to investigate any new claims raised in an appeal, and any information gathered during the investigation process will be made available to you (subject to confidentiality considerations). The appeal meeting will be heard by a manager of equivalent seniority to the manager who issued the original decision, and a member of the HR team may be in attendance. Following the hearing, you will usually be informed of the outcome in writing with 10 working days, however this may depend on the details of the case and any further investigation required. The appeal manager will confirm their final decision in writing usually within 10 calendar days of the appeal hearing.

If after these procedures are exhausted the request is still refused, you are unable to make a further request for flexible working for a period of 12 months (taken from the date the original application was made).

When your request may not be possible

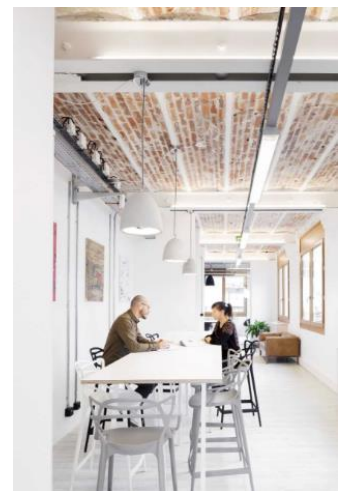
We're genuine and passionate about supporting flexibility but regrettably, there'll be occasions where we can't approve requests.

We'll consider applications fully and deal with each request for flexible working individually, reviewing the circumstances of every individual case. This means that agreeing to one employee's request does not set a precedent or create a right for another employee to be granted the same or a similar change to their work pattern/location. There's no automatic entitlement to work flexibly and there may be some circumstances where we will be unable to accommodate your desired work pattern or location. If your request is submitted formally and is subsequently declined, it will be for one or more of the following reasons:

- + A burden of additional costs which would be unacceptable to the business
- + An inability to reorganise work amongst existing employees
- + An inability to recruit additional employees
- + A lack of work during the periods you are proposing to work
- + Planned structural changes
- + A detrimental effect on ability to meet customer demand
- + A detrimental impact on performance
- + A detrimental impact on quality of the service provided

When considering if we can accommodate your request, some of the factors that may be considered are:

- + If your role has specific hours, days or locations that directly support customers or consumers, or if your role requires significant client or customer interaction
- + If you need to be located within or near to your wider team or manager
- + If your manager reasonably believes that working in a different way would negatively impact your ability to do your job and there's no straightforward way to mitigate this
- + If your flexible working negatively impacts on a work colleague's ability to deliver their work and/or significantly increases workload for others, or means a significant additional cost to the business in order to provide cover
- + If significant parts of your work require specialist equipment that isn't available elsewhere
- + If your request could have a detrimental impact on your wellbeing. For example, a split hour working arrangement that will involve you working late into the evening.



If it's a "no" instead of a "yes", your manager will explain why and we'll try hard to consider an alternative, but please be understanding if we can't make the changes you've asked for this time around.

Setting you up for success

Check out our handy guides on My Pentland for working productively from home and for managers on how to support your teams to work productively from home which include:

- + The basics of good home working
- + How to keep connected and productive
- + You and your wellbeing