

GRIEVANCE AND DISCIPLINARY PROCEDURE

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GRIEVANCE PROCEDURE

The grievance procedure applies to all employees as soon as they join the company and forms part of your Contract of Employment. At any meeting under the procedure, you may be accompanied by another employee, a Work Council member or a Union Representative. Similarly easyJet may have another person present.

If your problem is not personal or urgent, but may have wider application, you may wish instead to raise your problem with an employee representative or at your employee council meeting.

Alternatively personal complaints and grievances are sometimes best resolved informally with your line manager and you may wish to try this before initiating a formal grievance.

Raising a Grievance

You should, in the first instance, approach your immediate supervisor (or his or her manager if the grievance is against the supervisor) and notify them that you are raising a grievance. You must give to your supervisor a written statement explaining your grievance and the basis of it. All relevant points should be clarified in the statement. You will then be invited within 5 working days of presenting the grievance to attend a meeting to discuss it. You must take all reasonable steps to attend the meeting. Unless further investigation is required following the meeting, you will be advised in writing of the outcome within 5 working days or as soon as practicable after that.

Appeal

You have the right to Appeal with regard to the outcome of your grievance. Should you wish to appeal, please submit your reasons for your appeal in writing to the Manager of the person who held the original grievance within 5 working days of being notified of the outcome. You will be invited within 5 working days of notification of your appeal to attend an appeal meeting and you must take all reasonable steps to attend that meeting. Unless further investigation is required following the meeting, you will be advised in writing of the outcome within 5 working days of the meeting or as soon as practicable after that. The outcome of this appeal is final. Unless permitted under statute, the grievance procedure may not be used for the purpose of appealing against a disciplinary decision.

Where you have a grievance ongoing after your employment has ended, it may be possible if both you and the Company agree to follow a modified procedure without the need to attend any meetings.

easyJet reserve the right to further develop the grievance procedure. Employees will be consulted and given three months' notice before any changes are made. At any stage of the grievance process, procedural changes will not apply to grievance cases that are currently being investigated.

SCOPE AND PURPOSE OF THE DISCIPLINARY POLICY

The disciplinary procedure is to encourage all employees to achieve and maintain satisfactory standards of conduct, attendance and job performance. You are advised to familiarise yourself with this Procedure.

The policy aims:

- To provide a mechanism for dealing with disciplinary and capability issues which may arise in a way which is fair, consistent, without discrimination and with the minimum delay
- To provide an orderly means of correcting inadequate standards of conduct or performance
- To ensure that managers, employees and their representatives are aware of their rights and obligations within the disciplinary and appeals process

DISCIPLINARY PROCEDURE

No disciplinary action will be taken against an employee without an investigation of the facts. This investigation will normally be undertaken by the Disciplining Manager at Stages One and Two. However, in the case of a Stage Three or Stage Four conduct investigation, this will be conducted by another person within the organisation. At Stages 3 & 4 (i.e. misconduct, gross misconduct, the employee would be entitled to a Union Rep at the investigation stage if they request this.

The investigation manager can be any CPM, CSBM, Regional Cabin Services Manager, or HR Manager or other Cabin Services Manager. The Investigation Manager would oversee all the investigation however they might delegate tasks if unable to conduct all investigations in a timely manner.

The investigation manager will report to the Disciplining Manager who will decide if the matter should proceed to a disciplinary hearing and, if so, the Disciplining Manager will conduct the hearing. The employee will always be advised in writing of the nature of the complaints made against them and given the opportunity to state their case before a decision is made.

Please be advised that in instances where the disciplinary process is being used to manage poor performance, the same reviewing manager will be used for all stages of the process, in order to ensure the consistency of the review of performance.

The employee is expected to follow the disciplinary process and to co-operate with the company with following the process. If the employee fails to attend two meetings, the employee loses the right to the disciplinary procedure (including appeal) and by default refer to local law.

Each employee has the right:

- To be treated fairly and consistently
- To view the easyJet disciplinary rules
- To be advised of any complaint or allegation made against them that is the subject of investigation and to have the opportunity to prepare and state their case
- To be accompanied by a Trade Union Representative or work colleague at all disciplinary hearings including any appeal hearing. To be made aware of the identity of Managers authorised to take disciplinary action, including dismissal against them
- To review all relevant documentary evidence, statements, records and reports

The Stages of the disciplinary procedure are described below. easyJet reserves the right to initiate the Procedure at any stage or to jump stages depending on the gravity of the offence and the circumstances of the particular case.

Disciplinary Interviews:

Before any warning or disciplinary action is taken by easyJet, a disciplinary meeting will be held with you at which point you will have the opportunity to comment on the allegations against you. At any formal disciplinary hearing you may be accompanied by another employee, a Union Representative of the VNC. Similarly easyJet may have another person present. The Company will write to you in advance of the disciplinary meeting setting out the allegations and the meeting will not take place until you have been informed of the basis of the allegations and had a reasonable opportunity to consider your response. You must take all reasonable steps to attend the meeting. Unless further investigation is required, you will be advised in writing of the decision taken by the Disciplining Manager within 5 working days of the meeting or as soon as practicable after that.

Stages of the disciplinary procedure:

Conduct or performance issues of a minor nature will initially be dealt with outside the formal procedure through difference measures such as training, peer mentoring, dialogue, employee counselling. However where the matter is more serious or cannot be resolved through these measures the following procedure will be followed:

Stage One - First Official Warning (Verbal):

If the conduct or work performance does not meet acceptable standards the employee will normally be given a formal verbal warning. They will be advised of the reason for the warning and that it is the first stage of the disciplinary procedure and advised of the right of appeal. The purpose of this warning is to resolve the issues before they reach a more serious level.

This warning will be recorded on your file and will include details of the complaint, any improvement required and the timescale for such improvement and will record that further action will be considered if there is further misconduct or a failure to satisfactorily improve performance.

Stage Two - First Written Warning:

If the offence is a more serious one, or if a further offence occurs, or if the performance does not improve satisfactorily, a written warning will be given to the employee. This will give details of the complaint, any improvement required and the timescale for such improvement. It will warn that further action will be considered if there is further misconduct or a failure to satisfactorily improve performance.

Stage Three - Final Warning (Written):

In the event of any further misconduct or a failure to improve performance satisfactorily or a more serious offence, you will receive a final warning. This written warning will set out the details of the complaint, any improvement required and the timescale for such improvement as well as the likely consequences of any further misconduct or failure to improve satisfactorily.

Stage Four - Disciplinary Action Following Gross Misconduct or a Final Written Warning:

In the event of further misconduct following the final warning, failure to satisfactorily improve performance or gross misconduct, you will be liable to be dismissed depending upon the outcome of the disciplinary hearing. Dismissal for gross misconduct will be without notice or any notice payment.

As an alternative to dismissal in a small amount of cases and with the agreement of the employee, Management may decide that other sanctions such as transferring or demotion may be considered as a suitable remedy. If the Disciplining Manager considers that it is an appropriate case for an alternative to

be considered, then the employee will be given a letter in which the options will be clearly set out. The employee will have three working days in which to decide whether or not to accept the alternative to dismissal. Accepting the alternative to dismissal does not affect the right to appeal against the disciplinary decision. If you are demoted following disciplinary action your remuneration will be adjusted accordingly and you will be issued with a new contract. In such cases a final written warning will also be issued.

POLICY TERMS

Performance Reviews (Level 1)

These are items such as welfare meetings, inadequate performance of duty, poor roster performance (LATE {late}, NSO {No show}), UNFT {Unfit}, RCON {Recontactable}, RFSD {Refused}, UNCT {Uncontactable}, general lateness). A union rep is not required for these meetings however if the outcome of this meeting is then to be a disciplinary matter, then the union would be enabled to attend as the case in all disciplinary hearings.

Conduct (Level 2)

As a rule of thumb, a crew member should be invited to a disciplinary hearing after their third occasion of a conduct issue within six months

Conduct is determined by the following roster codes:

LATE (late), NSO (No show), UNFT (Unfit), RCON (Recontactable), RFSD (Refused), UNCT (Uncontactable) and general lateness.

Misconduct (Level 3)

Misconduct means any infringement of established standards of conduct or work and includes (but is not limited to) breaches of easyJet rules (not breaches of SOP), poor attitude towards the Company, its employees or its customers. The union can, if requested, be present for these meetings

Gross Misconduct (Level 4)

Where the Company has reasonable grounds for believing that you have committed an act of gross misconduct or gross negligence you will be liable to be dismissed subject to the Dutch Law.

The following list (which is not exhaustive) provides examples of offences that are normally regarded as gross misconduct:

- Abuse or maltreatment of a customer, a member of the public or member of staff.
- Theft or attempted theft.
- Bribery or corruption.
- Malicious damage to easyJet property.
- Fighting with, or striking another person.
- Fraudulent time keeping or other fraudulent or dishonest behaviour.
- Gross insubordination.
- Indecency.
- Gross carelessness or negligence.
- Serious disregard of safety rules.
- Unauthorised use of easyJet property or facilities.

- Serious breaches of confidentiality such as company protected documents, passenger manifests, personal data and any other confidential information.
- Customs and security breaches.
- Unauthorised absence from the work place.
- At work under the influence of alcohol or solvents or illegal drugs or failure to follow the restrictions set out in the Flight Operations Manuals regarding alcohol consumption or any consumption or taking of alcohol, solvents or illegal drugs during working time.
- Falsification of company documents.
- A breach of any of the list of rules when using email, network or the internet (harassment, pornography, defamation, copyright, entering contracts and confidentiality).
- Any behaviour or conduct inside or outside of the work place which, if it became public knowledge, would tend to damage the reputation of easyJet or its business interests.

This list is not exhaustive and is meant only to serve as a guide.

Some examples of offences which might warrant warnings that may lead to dismissal if not corrected are as follows:

- Continued poor roster performance such as LATE, NSO, UNFT, RCON, RFSD, UNCT, General Lateness.
- Gambling and private trading on easyJet premises and airport facilities.
- Failure to carry out reasonable instructions from Supervisors, Managers or Line Management
- Failure to achieve the required standard of work.

Again this list is not exhaustive and is meant only to serve as a guide.

Harassment (Level 4)

We expect employees to treat each other with dignity and respect. EasyJet has a zero tolerance policy towards any form of harassment. This expectation applies to all interactions with our customers, suppliers and anyone else with whom employees interact as part of their jobs or at company-sponsored events. We are committed to providing a work environment free from offensive behaviour or discrimination (treating someone less favourably) based on a person's age, citizenship, colour, disability, gender, gender identity, national origin, pregnancy, race, religion, or sexual orientation.

Some examples of offensive behaviour that violate this policy include inappropriate jokes, teasing, label, or slurs; unwelcomed physical contact or gestures; bullying; inappropriate comments, inappropriate visual displays; threatening adverse employment action if sexual favours are not granted; unwelcomed sexual advances or propositions; continuing to express sexual interest after being informed the interest is unwelcome; favouritism or perceived favouritism based upon sexual or romantic relationships; or displaying sexually suggestive or otherwise inappropriate pictures or objects (including but not limited to graphics, emails, or graffiti). Any offensive behaviour or discrimination (verbal, visual or physical) directed toward a person violates this policy. Any disrespectful behaviour or actions calculated to annoy, insult or ostracise employees can violate this policy.

All employees are responsible for creating and maintaining a professional atmosphere in which every individual is valued and treated with dignity and respect.

Employees who violate this policy are subject to potential disciplinary action which will result in a warning and or/up to including termination of employment.

STANDING DOWN FROM DUTY

Where a serious incident has occurred it may not be appropriate for an employee to continue at work until the disciplinary process has been resolved. In these cases the employee will 'stand down from duty' and be suspended on full pay and benefits. They will not be disadvantaged financially and there will be no inference of guilt during this investigatory period. Suspension is not a disciplinary sanction.

Alternatives to suspension e.g. a temporary transfer or restriction on the duties undertaken may also be considered.

If the Manager decides to stand down the employee from duty then they will ensure the employee is informed accordingly (and in writing following verbal notification) that the suspension is:

- On normal pay (including any lost sector/daily commission rate).
- This is not disciplinary action or punishment.
- Pending investigation or requiring further investigation of the allegation(s) and tell the employee what the allegation(s) are in as much detail that is available at the time of the suspension.
- Preventing the employee from having access to the workplace.
- Reserving the right to restrict IT access and access to customers during the period of suspension.

The Manager must notify relevant departments that the employee will not be attending work but is entitled to normal pay and benefits.

Suspension should be for the shortest possible period. The need to continue the suspension must be reviewed regularly throughout the investigation. It may be appropriate to suspend an employee at any time during the investigation.

APPEAL

At the same time as you are informed of the outcome of a disciplinary meeting, you will be advised of your right to appeal against the disciplinary decision. The basis of the appeal must be made in writing within seven calendar days of notification of the disciplinary action. You will be invited within 5 working days of putting in your appeal to attend an appeal hearing. Employees attending appeal hearings have the same right to be accompanied as those attending disciplinary hearings. Unless further investigation is required, the decision in connection with the appeal will be notified to you in writing within seven calendar days of the appeal hearing or as soon as practical thereafter. The decision on the appeal will be final. If it is necessary to spend longer than seven days investigating the appeal the Manager may issue a holding letter.

The appeal manager would be a manager within Cabin Services ideally from another base in the network. (Stage 3&4).

JUST CULTURE

Just Culture supports learning from unsafe acts. This is then used to improve awareness of safety situations through the dissemination and sharing of safety information. This means that every individual within easyJet is responsible for ensuring that safety is given priority and those occurrences, errors and hazards are honestly and openly reported without fear of retribution. However deliberate violations, which jeopardise safety to our staff, passengers or infrastructure, cannot be tolerated.

“Just culture’ means a culture in which front line operators or others are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but where gross negligence, wilful violations and destructive acts are not tolerated.”

■ Recognition
 ■ Coaching
 ■ Initiate Discipline

BEHAVIOUR TYPE	Exceptional Behaviour	Expected Behaviour	Unintentional Error (Slip, lapse or mistake)	Routine Violation	Situational Violation	Organisational Optimising Violation	Personal Optimising Violation	Reckless Violation
Team member Behaviour	Did the team member go above & beyond call of duty?	Were all procedures and instructions followed?	Did the team member think they were doing things the right way?	Do other team members normally not follow safety procedures in the same way?	Did the team member think the procedure was a barrier to getting the job done?	Did the team member think there was some benefit for the company by doing the job a different way?	Did the team member vary from the procedure to make it easier for themselves?	Did the team member intentionally not follow the procedure without thinking or caring about the consequences?
Start	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes
Team member consequence	Recognition or reward. Record on employee file. Communicate to pilots.	No action required.	Does this happen often? ¹ Coach person on taking more care. ² Record type of error on employee file.	Coach team member on importance of following correct procedure and not to take short cuts. ¹ Consider personal history. Record on employee file.	Coach the team member on speaking up when procedures cannot be followed and delaying the job until it can be completed safely. ² Record on employee file.	Coach the team member on balancing work and time pressure with company values. ¹ Consider disciplinary measures where appropriate. Record on employee file.	Suspension until further action required. Formal disciplinary action. (Minimum of a Warning letter for 1 st event). Record on employee file.	Suspension until further action required. Formal disciplinary action in accordance with relevant procedures. Final warning/ Summary dismissal. Record on employee file.
Supervisor/ Manager Behaviour	Did the supervisor/ manager also exhibit exceptional behaviour?	Does the supervisor/ manager lead by example by complying with procedures and instructions?	Did the supervisor/ manager supervise think the task was being completed in the required manner?	Did the supervisor/ manager normally ensure work is completed in the appropriate and correct manner?	Did the supervisor/ manager know the procedure was a barrier to getting the job done however managed the matter appropriately?	Did the supervisor/ manager authorise shortcuts or other non-approved methods thinking this was a benefit for the company?	Did the supervisor/ manager manage the variance/behaviour on this or previous occasions?	Did the supervisor/ manager condone the actions of the team member?
Start	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes
Supervisor/ Manager Consequence	Recognition or reward. Record on employee file. Communicate to wider team.	No action required.	Does this happen often? ¹ Coach person on taking more care. ² Record type of error on employee file.	Coaching on how to monitor & enforce procedures. ² Safety leadership skills training. Record on employee file.	Coaching on how to monitor & enforce procedures. ² Safety leadership skills training. Record on employee file.	Consider Safety leadership training. Consider personal history. Formal disciplinary action in accordance with relevant procedures. Record on employee file.	Coaching on how to recognise and deal with such behaviour earlier. Formal disciplinary action in accordance with relevant procedures. Record on employee file.	Consider suspension until further action required. Formal disciplinary action in accordance with the relevant procedures. Record on employee file.

NOTE: ¹ - If there is evidence of 3 such events within the Company, review definition of behaviours.

² - Coaching can include verbal debriefing or structured training package including simulator and/ or Technical training.

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