

# United Kingdom & Republic of Ireland - Disciplinary Procedure

## Purpose and Scope

Wood is committed to helping and encouraging employees to achieve and maintain the required standards of conduct, attendance, and job performance. The purpose of this document is to provide a fair and consistent framework for dealing with any alleged failure to meet these standards.

This procedure will also be applicable in instances of alleged failure to follow client rules relating to conduct, where employees are working in client offices or on client sites.

This procedure applies to all employees who are employed by Wood in the United Kingdom and the Republic of Ireland.

This procedure will be superseded by the content of any recognised collective bargaining/working rule agreements, site agreements or individual contracts of employment, in the event of there being any difference(s) in arrangements.

This procedure does not form part of an employee’s terms and conditions of employment and the Company reserves the right to amend it at any time.

This procedure does not apply to contractors, consultants or any self-employed individuals providing services to Wood.

## Applicability – United Kingdom & Republic of Ireland

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## 1.0 Key Roles and Responsibilities

### 1.1 Employees

Employees are responsible for ensuring they:

- Familiarise themselves with and adhere to the Wood Code of Conduct and HR policies, procedures, and guidelines.
- Familiarise themselves with and meet job performance expectations.
- Fully cooperate and engage with the relevant manager and Human Resources (HR) during any disciplinary investigation or part of this procedure. This includes providing relevant and honest information.

### 1.2 Managers

Managers are responsible for ensuring they:

- Extend fair and equal treatment to all employees in relation to the application of this procedure.
- Implement the Just and Fair Culture procedure as part of this procedure.
- Decision making in disciplinary investigations and disciplinary proceedings.
- Provide relevant and honest information to employees about role expectations and standards.
- Set and manage targets for improvement.
- Provide feedback on employee behaviour and/or performance.

### 1.3 HR

HR are responsible for ensuring they:

- Provide advice and guidance to employees and managers on the application and interpretation of this procedure.
- Assist managers to use the findings from the Just and Fair Culture procedure. Responsibility for decision making rests with the appointed disciplining manager.
- Support managers with disciplinary investigations and disciplinary proceedings.
- Record disciplinary related documentation in employee files.

## 2.0 Disciplinary Procedure

### 2.1 Informal Resolution

Minor misconduct issues can often be resolved informally between the employee and their manager who will confirm the required standards and the potential consequences for any future misconduct to the employee. These discussions will be held in private and without undue delay whenever there is cause for concern. A note of any such informal discussions will be placed on the employee's personnel file.

If the matter is not resolved, or if informal discussion is not appropriate (for example, because of the seriousness of the allegation), formal steps will be taken in line with this procedure.

### 2.2 Investigation

An investigation must be carried out without undue delay prior to any disciplinary action taking place. The level of investigation and time it will take will vary depending on the nature of the allegation(s). The investigation will be undertaken by an appropriate manager and supported by HR.

In some cases, this will require the holding of an investigatory meeting with the employee before proceeding to any disciplinary meeting. In others, the investigatory stage will be the collation of evidence by the Company for use at any disciplinary meeting.

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If the employee is unable to attend an investigatory meeting because of circumstances beyond their control, they must inform the manager conducting the meeting as soon as possible. If the employee fails to attend without good reason, or if it appears that they have not made sufficient attempts to attend, the Company may have to take a decision based on the evidence available.

Employees will not normally have the opportunity to bring a companion to an investigatory meeting, however, managers will consider allowing a companion to be present for the employee if there are language or disability issues.

If it is recommended that no further action is required following the investigation, the employee will be informed of this in writing as soon as possible, confirming the end of any suspension, if applied.

Following completion of the investigation and where there are reasonable grounds to believe that an employee has committed the alleged misconduct and the recommendation is to proceed with the disciplinary procedure, a new disciplinary manager will be appointed, supported by a HR representative and the process will continue in line with the disciplinary procedure requirements as below.

Investigation reports should only recommend the next steps to be followed and should not contain any reference to a disciplinary sanction/outcome.

### 2.3 Suspension

There may be instances where the suspension of an employee is necessary while investigations are carried out.

Employees will receive their full pay and benefits during a period of suspension.

Any period of suspension will be kept as brief as possible. Suspension is not an assumption of guilt and is not considered as a disciplinary sanction.

The employee will be advised verbally and in writing of the suspension and the reason. During this time, the employee will not visit the Company's premises or contact any of the Company's clients, customers, contractors, or staff unless they have been authorised in writing to do so by the Company. The Company will maintain contact with the employee through this period.

### 2.4 Disciplinary Meeting

In the event of an apparent breach of discipline on the part of an employee, the employee will be advised of the nature of the alleged breach and asked to attend a disciplinary meeting. The alleged breach of discipline and the request to attend a meeting will be confirmed in writing and the employee will also be provided with supporting documentation resulting from the investigation. The employee will also be advised of the possible consequences if the alleged breach is held to be founded.

Employees are entitled to be accompanied at the disciplinary meeting (see section 2.7).

Where it is not possible to hold a face-to-face meeting, the meeting will be conducted remotely.

The disciplinary meeting will be conducted by an appropriate manager, supported by HR.

In the disciplinary meeting, the nature of the alleged breach will be explained to the employee, along with the evidence that has been gathered. The employee will be given an opportunity to state their case and, if necessary, call relevant witnesses and present any evidence of their own.

Where an employee intends to call relevant witnesses, they must give advance notice to the manager conducting the disciplinary meeting that they intend to do this. The Company reserves the right to decline the attendance of witnesses called by the employee where it reasonably regards their attendance as inappropriate in the circumstances.

HR will produce a written summary of the key points discussed at the disciplinary meeting; this will not be a verbatim account.

If the employee is unable to attend the meeting because of circumstances beyond their control, they must inform the manager conducting the meeting as soon as possible.

If the employee fails to attend without good reason, or if it appears that they have not made sufficient attempts to attend, the Company may have to take a decision based on the evidence available.

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The manager may adjourn the disciplinary meeting if they feel further investigations are required. The employee will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

### 2.5 Disciplinary Outcome

Following the disciplinary meeting, the relevant manager will inform the employee, verbally and in writing, without unreasonable delay of the outcome and any action that will be taken as a result.

The employee will be given a clear explanation of the decision reached and the reason for this, where applicable the improvements required within given timescales, the nature of the disciplinary action taken by the Company and the timeframe for which the warning will remain active.

In cases not involving gross misconduct, the employee will be advised that action under the next stage of the procedure will be considered if there is no satisfactory improvement or if the offence is repeated. The Company may initiate the procedure at any stage outlined below, depending on the circumstances and seriousness of the case.

Where there are active improvement or disciplinary warnings on the employee's record, the Company may deem it reasonable to take these into account when deciding on the appropriate level of response to any individual behaviour, misconduct or poor performance and treat such warnings to be cumulative. There may be occasions where an employee's conduct is satisfactory throughout the period the warning is in force, only to lapse very soon after. Where a pattern emerges and/or there is evidence of abuse, the employee's disciplinary record will be borne in mind in deciding how long any warning will last.

#### 2.5.1 Stage 1 – Written Warning

If after a disciplinary meeting, conduct is found to be unacceptable or the employee's conduct has not reached the required standards within the agreed timescales, the employee will usually be issued with a written warning. A copy of the written warning will be placed on the employee's personnel file for six months, after which time it will be considered invalid for disciplinary purposes, subject to satisfactory conduct and performance.

#### 2.5.2 Stage 2 – Final Written Warning

For serious cases of misconduct or if the employee's conduct remains unsatisfactory, or where there is already an active written warning on the employee's record, the employee will usually be issued with a final written warning. A copy of the final written warning will be placed on the employee's personnel file for twelve months (or longer in exceptional cases) after which time it will be considered invalid for disciplinary purposes unless specified otherwise, subject to satisfactory conduct and performance.

#### 2.5.3 Stage 3 – Dismissal or Other Sanction

If the employee's conduct remains unsatisfactory or if the misconduct is sufficiently serious to warrant it, the employee may be dismissed or given some other sanction short of dismissal such as demotion or transfer which may involve a reduction in pay and/or benefits.

If the outcome is that the employee has committed an offence of gross misconduct or negligence, the normal consequence will be dismissal without notice or payment in lieu of notice; no previous warnings will be required in this instance. Examples of the types of behaviour which the Company normally considers to be gross misconduct can be found in Appendix A. For dismissal other than for gross misconduct, the employee will be dismissed with notice or payment in lieu of notice.

### 2.6 Appeal

An employee may submit a formal appeal against the disciplinary outcome.

The employee must appeal in writing to the relevant person named in the outcome letter within seven calendar days of the date on which the outcome of the disciplinary was confirmed to them.

The written appeal must clearly state the grounds for the appeal and any specific points the employee wishes to be considered, including any new evidence that was not available at the time of the disciplinary meeting. The employee must also confirm whether they are appealing against the finding that they committed the allegation, or the level of disciplinary sanction imposed.

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The employee will be invited to attend an appeal meeting. The meeting will be held without unreasonable delay.

The employee is entitled to be accompanied at the appeal meeting (see section 2.7).

The appeal meeting will be conducted by a manager who was not involved in the original case and, as far as reasonably practicable, will be a more senior manager than the one who dealt with the original disciplinary.

The appointed disciplinary appeal manager will consider the grounds for appeal and decide whether the decision made was reasonable based on the evidence captured through initial investigations. Where new evidence is brought forward on appeal, the appeal manager will additionally review why that evidence could not have been presented at the original meeting.

HR will produce a written summary of the key points discussed at the appeal meeting; this will not be a verbatim account.

If the employee is unable to attend the appeal meeting because of circumstances beyond their control, they must inform the manager conducting the meeting as soon as possible.

If the employee fails to attend without good reason, or if it appears that they have not made sufficient attempts to attend, the meeting may take place in their absence, based on their written disciplinary appeal and any other supporting documentation available.

Following the appeal meeting, the appointed disciplinary appeal manager will inform the employee of the outcome, verbally and in writing, without unreasonable delay.

The outcome of the appeal is final.

If the employee is appealing against their dismissal, the date on which their dismissal takes effect will not be delayed pending the outcome of the appeal. However, if the employee's appeal is successful, the employee will be reinstated with no loss of continuity of service or pay.

### 2.7 The Right to be Accompanied

An employee has the right to be accompanied at the disciplinary meeting(s) and any resulting appeal meeting by a companion who is either a work colleague, or, where recognised by the Company, a trade union representative, or an official employed by a trade union.

If an employee wishes to be accompanied, they must let the manager holding the meeting know the name of their chosen companion in good time beforehand.

If an employee's choice of companion may have a potential conflict of interest or may prejudice any disciplinary meeting and or appeal meeting in the Company's view, this will be explained, and the employee may be asked to choose someone else to accompany them. The Company may also ask an employee to choose a different companion if they will not be available within five working days of the original meeting date.

A companion may address the meeting to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the meeting.

### 2.8 Confidentiality

The Company's aim is to deal with disciplinary matters sensitively and with due respect for the privacy of individuals involved. Employees must treat, in a confidential manner, any information communicated to them in connection with an investigation or disciplinary matters.

The employee will be given a copy of evidence collected during the investigation ahead of the disciplinary meeting. However, in some cases, the Company may determine that evidence given by individuals to remain confidential. Where such confidentiality is deemed necessary, this will be explained to the employee and an appropriate summary of the evidence will be given to them.

If an individual giving evidence wishes to remain anonymous, the Company will explore their reasons for this and then decide whether their evidence be disregarded or considered as holding less weight than evidence from named sources. If such anonymous evidence is used, the Company will seek to corroborate it with other evidence where possible.

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## 2.9 Trade Union Representatives and Disciplinary Action

If an employee who is an accredited representative of a trade union recognised by the Company for collective bargaining purposes, is suspected of having committed a disciplinary offence, the Company will not usually take action under this procedure (with the exception of suspending the employee in a case of suspected or known gross misconduct) until the Company has had a chance to discuss the matter, with the prior agreement of the employee, with a full-time official of that trade union.

## 2.10 Sickness Absence during Disciplinary Proceedings

Where an employee who is subject to disciplinary proceedings is absent on sick leave, the Company will take steps to determine whether the employee is well enough to attend the meeting, even though they are not fit for work. If necessary, the Company may request the employee attends a medical review by the Company's Occupational Health provider to obtain medical evidence on the employee's ability to take part in the meeting, even if declared not fit to perform their usual work duties, and what, if any, reasonable adjustments could be made by the Company to facilitate their attendance.

If the employee is still deemed unable to attend, the Company may postpone the meeting or, in exceptional circumstances, decide on the outcome based on the information available where appropriate.

## 2.11 Overlapping Grievance and Disciplinary

Where an employee has a grievance that relates to an ongoing disciplinary proceeding against them, they should raise this during the procedure (for example during the disciplinary meeting or appeal stage).

Where an employee raises a grievance during disciplinary proceedings that is unrelated to those proceedings, the disciplinary proceeding and grievance procedure will normally run independently in parallel.

## 2.12 Employee Assistance Programme

The Company recognises that a disciplinary process can be stressful and upsetting. Support is provided through the Wood Employee Assistance Programme and can be accessed at any time during the disciplinary process. Contact details are available on the Wood Intranet or can be obtained via HR.

## 2.13 Criminal Offences, Charges or Convictions

In cases where an action is deemed a criminal offence, the Company may contact police authorities.

Where an employee is charged with, or convicted of, a criminal offence that is not related to their role within the Company, the Company will consider to what effect the charge or conviction has on the employee's suitability to do the job and their relationship with the Company, work colleagues and clients.

## 3.0 References and Supporting Documents

Document Number	Description
COP-PLD-100008	Code of Conduct
HRM-POL-100016	Human Rights
HSE-PRO-100500	Just and Fair Culture Procedure
GIT-POL-110007	IT Acceptable Use Policy
GIT-POL-110003	IT Information Security Policy

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## 4.0 Abbreviations and Definitions

Term	Description
Company premises	All owned, operated, leased by or otherwise in control (in whole or in part) of the Company and for the avoidance of doubt, includes designated check-in points for travelling to and from offshore and abroad and shall include any transportation used for Company business.
Gross misconduct	Gross misconduct is misconduct of such a serious and fundamental nature that it breaches the contractual relationship (express or implied) between the employee and the Company and includes misconduct which, in the Company's opinion, is likely to prejudice the Company's business or reputation or irreparably damage the working relationship and trust between the Company, the employee and any other third party.
Sanction	A punishment imposed on an employee because of unsatisfactory performance or misconduct.
The Company	References to the "Company" in this procedure are references to the employee's current employer.

## 5.0 Revision History

Rev	Date	Summary of Changes
0	06 June 2024	Reclassified as a procedural document. Replaces HRM-PLD-100019.

## 6.0 Author/Checker/Owner

Author	Checker	Owner
Carla Wallace, Senior HR Business Partner, HR Policy & Governance	Scarlette Scott, Senior HR Business Partner, HR Policy & Governance	Zena Phillips, Senior HR Manager, Policy & Governance, East

## 7.0 Appendices

### 7.1 Appendix A: Gross Misconduct

The following list provides examples of types of behaviour which the Company normally considers to be gross misconduct. This list is not an exhaustive or exclusive one and can be amended at any time.

- Breach of the Wood Code of Conduct.
- Serious breach of health and safety rules.
- Partaking in bullying, discrimination, or harassment.
- Unauthorised disclosure of personal data or other confidential information.
- Serious failure to comply with the IT Acceptable Use Policy or Information Security Policy.
- Engaging in dishonest or fraudulent activity, such as deceit or theft.
- Aggressive and/or threatening behaviour.
- Excessive inappropriate language.
- Deliberate damage to Company property.
- Wilful acts of damage when representing Wood or engaged on Wood business.
- Being under the influence of alcohol or any prohibited substance.
- Consumption, possession, concealment, transportation, purchase, promotion, distribution or sale of any prohibited substances or alcohol on Company premises.

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- Serious insubordination.
- Origination, collection, storage, or transmission of any pornographic, offensive, or obscene material.
- Failure to report the receipt of any pornographic, offensive, or obscene material to a manager.
- Any action which brings the Company into serious disrepute.
- Serious negligence which may or may not cause loss, damage, or injury.
- Performing, arranging, or carrying out work or unauthorised activity, paid or unpaid, which could be in competition with, or which adversely affects in any way the Company's interests or is done during working hours.
- Criminal activity relevant to the employee's suitability for continued employment.
- Victimising a colleague who has raised concerns, made a complaint or given evidence or information.