

Redundancy

People management policy and procedure:

1. Policy statement.....	3
2. Scope	3
3. What is meant by redundancy?	3
4. Key principles	4
5. Avoiding redundancies	4
6. Consultation.....	5
7. Arrangements for employees on maternity	6
8. Fixed term contracts	7
9. Appointment freeze during consultation	8
10. Selection for retention & pooling.....	9
11. Redeployment access	9
12. Skills matching process	10
Approach	10
Skills matching – Access and application stage.....	10
Skills matching – Application consideration process.....	11
Skills matching – Interview process.....	11
13. Redeployment arrangements and Trial periods	12
14. Redundancy.....	13
15. Redundancy payments	13
16. Notice period	15
17. Right to appeal.....	15
18. Supporting employees declared redundant	15
a. Time off during the notice period (or prior)	15
b. Outplacement/career support.....	15
19. Supporting the ‘survivors’ of redundancy	16

20. Effective date.....	16
21. Review.....	16
Appendix I: Roles and responsibilities	17
Line manager	17
Human Resources	17
Individual employees	17
Employees representative	18
Appendix II: Appeals.....	19
Appendix III: People management policy standards.....	20
1. Introduction	20
2. Guiding principles	20
3. Key rights/obligations/duties.....	21
Appendix IV: Glossary of terms used	23
Appendix V	24
1. External notification	24
2. External links	24
2.1 ACAS.....	24
2.2 Employees assistance programme	24
2.3 Directgov	24
2.4 Citizens' Advice Bureau	24

1. Policy statement

1.1 Amnesty International Ltd. is committed to maintaining job security for its employees. However, changing needs and circumstances mean that staffing requirements may change. This policy sets out how Amnesty International Ltd, in consultation with Unite (the Union), will seek to avoid redundancies. It defines procedures to remove posts from the establishment of Amnesty International Limited or substantially change them; and the agreed procedures for seeking redundancy, retraining and redeployment in the organisation, and payments that will be implemented should redundancies prove unavoidable.

1.2 Amnesty International Ltd. accepts its responsibility to minimise disruption and mitigate impact both to employees and services in the implementation of its plans, and will attempt to achieve such changes through, for example: natural wastage; freezing of appointments into relevant posts; redeployment or voluntary redundancy.

2. Scope

2.1 In this document, “Amnesty International Limited” refers to the International Secretariat, registered in the United Kingdom as a company limited by guarantee in the name of ‘Amnesty International Limited’. This policy applies to all employees of Amnesty International Limited with the exception of the Secretary General and Senior Leadership Team.

2.2 This policy may be subject to change in order to bring it into compliance with changes in the law which provide for an enhanced benefit over that provided herein, and Amnesty International Ltd. reserves the right to apply these updates without seeking agreement with other parties. Such changes will be clearly notified to the Union and employees. All other changes will be negotiated between Amnesty International Ltd and the Union.

2.3 Where employees are engaged in offices outside the UK, this policy shall be applied in the first instance as the base standard, subject to the operation of local employment law which may provide additional rights or remedies.

3. What is meant by redundancy?

3.1 In UK law “redundancy” is defined as “dismissal for a reason not related to the individual concerned or for a number of reasons all of which are not so related.”

3.2 Employees are entitled to redundancy payments under the Employment Rights Act 1996, if they are dismissed because:

- The employer has ceased, or intends to cease, to carry on the business for the purposes of which the employees was so employed; or
- The employer has ceased, or intends to cease, to carry on the business in the place where the employees was so employed; or
- The requirements of the business for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish; or
- The requirements of the business for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish

3.3 Individual employees, line managers, members of Human Resources and employee representatives all have particular roles and responsibilities in a redundancy situation. These are outlined in Appendix I.

4. Key principles

4.1 Effective workforce planning measures will be put in place to mitigate the potential need for redundancy and alternative methods of workforce reduction will be explored in the first instance before considering compulsory redundancy.

4.2 A business rationale will be submitted in writing for any restructuring or substantial role redesign (see 6.3). This will be unambiguous and clearly outline what happens to the key functions of the post(s) in question, before sign off by relevant Senior Leadership Team member(s). This will then be subject to consultation with the Union, affected employees and their representatives. Care will be taken to ensure the implications of potential restructures are taken into consideration (particularly where other departments may be materially impacted) and acknowledged and described in the consultation document, and where relevant, consulted upon.

4.3 Amnesty International Ltd. is committed to ensuring that all people management policies, and their application, are free from any form of discrimination on the grounds of: race; disability; gender; gender identity; religion; belief; age; sexual orientation; economic status; nationality; sex; pregnancy or maternity or any other personal characteristics. Amnesty International Ltd and the Union will monitor the use of this policy in order to identify whether it is having an adverse impact on any particular group of individuals, and take action accordingly.

4.4 Removal of a vacant post from the employee establishment does not constitute redundancy.

4.5 Employees who are made redundant from Amnesty International Ltd. and subsequently return to work for the organisation will not have previous service counted as “reckonable service”.

4.6 Employees who accept employment within the Amnesty International Movement as a consequence of redundancy (in an entity that is outside of the scope of this policy), and return to the organisation subsequently will have that time counted as “reckonable service” for the purpose of accruing service for redundancy (provided there is continuity of employment).

4.7 All due consideration will be given to supporting employees on Amnesty International sponsored visas, in the form of support with applications for indefinite leave to remain (where applicable).

5. Avoiding redundancies

5.1 It is Amnesty International Ltd.’s aim to take all practical steps to avoid redundancies and, where redundancies become necessary for unavoidable business reasons, to keep the number of redundancies to a minimum. Such steps, covered in subsequent clauses, will include:

- Seeking to redeploy affected staff into suitable posts;
- Providing, where required, any feasible training during a trial period to support or help optimise redeployment success;
- Considering voluntary redundancy;
- Providing an appointment freeze

5.2 Following a consultation period where notice is not due to be served immediately a voluntary redundancy window will be offered to employees where notice has not been served at month 9 after the initial consultation commencement date.

5.3 Voluntary redundancy will also be considered as an option to reduce the number of compulsory redundancies.

In particular where there is a reduction in a job category staff may choose to apply for voluntary redundancy. It is not guaranteed that an application will be accepted.

Amnesty International Ltd will inform those who may be affected that they are eligible to apply for voluntary redundancy, confirm the dates for consideration of applications (and decision making). Amnesty International Ltd will then notify employees in writing of its decision on whether or not to accept or reject their particular application for voluntary redundancy and the reason for their decision (which will be based on retention of key skills).

5.4 At the end of consultation, when management decisions on the proposal are communicated to employees who are confirmed as at risk of redundancy they will be invited to complete a preference exercise to elect whether they wish to opt for voluntary redundancy (exit at end of notice period), to engage with ODHR to seek redeployment or where applicable if they wish to move with their role.

6. Consultation

6.1 The purpose of meaningful consultation is to provide as early an opportunity as practicable for all concerned to share the problem and explore the possible options. Consultation will provide employees and their representatives with a meaningful opportunity to influence decisions.

6.2 Amnesty International Ltd. will consult with the Union and employees at the earliest opportunity for all redundancy situations. Consultation should begin in good time and must commence:

- At least 30 days before the first notice of termination of employment letter is issued if fewer than 99 employees are to be made redundant at one location over a period of 90 days or less;
- At least 90 days before the first notice of termination of employment letter is issued if 100 or more employees are to be made redundant at one location over a period of 90 days or less

6.3 In the notification to the Union and employees that potential redundancy situations may arise Amnesty International Ltd. will disclose in writing the following information, concerning proposals for redundancies, so that all parties can play a constructive part in the consultation process:

- The reasons for the proposals;
- Measures considered to avoid or minimise redundancies;
- The numbers and descriptions of employees it is proposed to dismiss as redundant;
- The total number of employees of any such description currently employed at the location(s) in question;
- The total expected number of posts in the establishment after all proposed redundancies;
- The way in which employees will be selected for redundancy, in compliance with objective criteria;
- How the dismissals are to be carried out, taking account of any agreed procedure, including the period over which the dismissals are to take effect;
- The method of calculating the amount of redundancy payments to be made to those who are dismissed

6.4 A meeting will be arranged with the relevant Union representatives and a member of the Human Resources team, which should be chaired by the Senior Director or head of the programme area where the changes are proposed. Briefing at this meeting should include a summary of the proposals. The relevant senior manager will co-ordinate activity related to the restructure and leads in the consultation process.

6.5 Timelines for consultation (both individual and collective):

- Up to 5 people -- first round of consultation 3 weeks, management review 1 week, second round of consultation 1 week, decision 1 week;
- 5 – 99 people -- first round of consultation 3 weeks, management review 2 weeks, second round of consultation 2 weeks, decision 1 week;
- 100 or more people -- first round of consultation, 6 weeks, management review 3 weeks, second round of consultation 3 weeks, decision 1 week

6.6 Management will review their proposal in the light of comments received, respond to issues raised and revise the proposal where necessary. If changes are made to the proposal as a result of the consultation that affect the number or type of posts, these “newly affected” posts will undergo the full consultation process commencing from the beginning. Other elements will continue through to the second round of consultation. After the second stage of consultation a final decision will be taken by the Senior Director of the programme area. At this stage written feedback will be provided on the outcome of the consultation, including amendments made etc.

6.7 To ensure maximum clarity, management will ensure that job descriptions are open to meaningful consultation throughout so that feedback, comments and changes are made known in a timely manner.

In the unlikely event that changes are made to job descriptions in the final seven working days of the consultation period, then consultation on the job description will extend for seven working days beyond the end of the consultation period to ensure that staff can comment and receive feedback on their comments and that any necessary changes can be made to the job description.

6.8 Employees on secondments or acting up arrangements who “substantively” hold a different position in the organisation will continue in this arrangement unless the role is impacted by organisational change whereby they will return to their substantive post.

6.9 For employees who are absent from work (for example, on maternity leave or sabbatical), communications will be issued to ensure they are able to participate in the above process (should they wish) in a meaningful way.

6.10 The decision to disestablish a role and make it redundant will be communicated in writing to affected employees and the Union as soon as possible after the consultation process has been completed.

6.11 For individuals impacted the decision will normally trigger the notice of termination, and redeployment arrangements and commencement of notice period. In some circumstances the notice period will commence later (see 16.1).

6.12 Where an employee is registered as disabled, Amnesty International Ltd will ensure that they are not put at any disadvantage on account of the selection criteria, and will accordingly make reasonable adjustments to the selection procedure to remove disadvantage (where relevant and where they exist) that the disabled employee would otherwise face.

7. Arrangements for employees on maternity

7.1 Consultation engagement and later redeployment assessment arrangements will be mindful of those on maternity leave (or those due to go on maternity leave during the consultation period or immediately after) to allow for effective engagement. It is advisable for the woman on maternity leave and their manager/HR Business Partner to agree in advance how the woman wants to engage with the

consultation process during the two week "compulsory maternity leave" and more broadly during the entirety of their maternity leave (i.e. through phone meetings). If redeployed into a suitable alternative post, which is ongoing, it will be held open for the affected staff members return from maternity leave, with interim cover.

7.2 An employee made redundant whilst on maternity leave will have additional mechanisms to assist mitigating redundancy, in the final period in consultation, be offered any suitable alternative vacancy if one exists; unless selection for retention exercises are required (see section 10). This takes place in advance of notice being served and the affected employee will not need to apply for the role. The IS has a statutory obligation to offer this and the terms and conditions must not be substantially less favourable than the individuals' original position. To decide if a job is suitable it must be no worse than the original job with regard to location, terms, conditions and status and the individual must have the capacity for the work (this is called "suitable alternative employment").

7.3 Should a suitable alternative not be available in the final period of consultation to the affected employee they will receive notice of termination. At that time, if they wish to remain with Amnesty International we will ensure that they have priority redeployment access and preferential consideration over other redeployees. Before departure on maternity leave and at start of redeployment access period the Resourcing Officer lead contact will meet with individual to understand their skills, what roles they have held, what is of interest etc. to enable them to directly flag key vacancies that may arise during their redeployment window.

During the redeployment period, if on maternity leave, the Resourcing Officer will arrange a weekly check in to discuss all available roles at that time to ensure opportunities are not lost. The affected employee will complete a redeployment application for any and all roles available which are of interest (one to one support in submission or offline submission will be provided by the Resourcing Officer) and they will be considered first before any other redeployees or other applicants. Should their application (please see section 12) present a possible match the affected employee will be interviewed ahead of other redeployees in a separate pool with no competition (unless there is another redeployee with maternity priority). If someone on maternity leave is assessed to be a skills match, which we do via application form and interview, for a redeployment role they will be offered this job over others who are not on maternity leave.

7.4 Those on maternity leave with the requisite tenure (please refer to the Maternity Policy) will retain enhanced maternity payment rights. Full enhanced maternity pay will be protected even if their contract comes to an end during their maternity leave.

8. Fixed term contracts

8.1 A fixed-term contract (FTC) by definition is employment for a fixed term. An employee who is on an FTC whose contract is due to end during the consultation period for a post that is not impacted by the consultation it will end on its prescribed end date.

8.2 Employees on FTC's impacted by the proposed restructures, named roles within the consultation, that are due to expire during the consultation period will have their contracts extended, with their agreement, up to the end of the consultation period at a minimum. Employees on FTC with 2 years' service or more will be eligible to receive redundancy payments and redeployment opportunities regardless of their status. If a contract extension takes the individual over 2 years' service they will receive outplacement support and redundancy payment.

8.3. Employees on FTC whose contracts run for longer than the consultation process and their roles are being disestablished or substantially changed they will receive three months' notice and if this takes the individual over 2 years' service they will also receive outplacement support and redundancy payment.

9. Appointment freeze during consultation

9.1 Aligned to collective consultation period available roles will be shared with staff "at risk" in the consultation proposal and the Union. This is to ensure that staff roles which could present a suitable alternate for employment for staff who may be made redundant are not filled during a consultation period. Roles will be reserved where there is a stated interest, specifically for no offer to be made to these roles until the affected staff member(s) has the opportunity after the end of consultation, and if confirmed as at risk, to be considered as a redeployee for that position.

9.2 Management positions (grades 6 & 7 roles on the management team) will not be open to or impacted by this staff & SSC freeze process, and will continue through the normal recruitment exercise. At risk (grade 6 or 7) managers will be assisted by their HR Business Partner and Resourcing Officer to identify redeployment options during consultation and apply suitable individual freezes.

9.3 From the first week of consultation the resourcing team of ODHR will share every two weeks via email a list of all currently available staff roles (with table of basic terms of that role and attachment of JDs) with potentially impacted members of staff and SSC – i.e. those at risk of redundancy in the current consultation.

- Staff roles will be made available for individuals, or SSC on their behalf, to enable registration of interest in these so that they may then be held back from offers. Where an individual or SSC (who will state who they think would be suitable or from which role) states that they think a role could be suitable alternative employment that role will be frozen from offer.
- With regard to roles in locations other than that of impacted staff, upon receiving a request from SSC or an individual, the post will be frozen. However ODHR will at this point – based on employment or immigration legislation and/or past experience of recruiting in that location – request information about the nationality, employment history and visa status of the employee who is interested in the post in question, with a view to making an assessment of whether that person could feasibly be granted, or is already in possession of, the legal "right to work" for that post without an external recruitment process. If such feasibility is absent the role will not be frozen and the employee may, if she/he wishes, apply competitively for the post via the external application process.
- Individuals will have 2 weeks to consider if any of these could be a suitable alternative role. By the end of that 2 week period they, the impacted staff or SSC, must respond to the resourcing team on which roles they believe could genuinely be Suitable Alternative Employment.
- For those roles we will hold off on hiring, i.e. making an offer to, these positions until the individual has had the opportunity, should they become a redeployee at the end of consultation, to be assessed for a skills match into that role
- If no interest is registered (and verified as feasible in the case of roles in different locations) by the end of that 2 week period management will proceed as normal with that hire

9.4 This exercise will continue up to decision week at the end of formal consultation. At that time the preference exercise takes place along with the decision sharing meetings and all available staff roles:

- which are new/unshared (during consultation);
- newly created out of consultation;

- or those with stated interest and so held are made available throughout the preference exercise period for applications from those staff now confirmed as at risk. Application submissions will then be expected and will follow the usual skills match process as in policy

10. Selection for retention & pooling

10.1 Where there is a reduction in a job category, objective selection criteria will be used when determining which employees are to be selected for retention and these criteria will be applied reasonably, and consistently.

The purpose of having objective criteria is to ensure that employees are not unfairly selected for redundancy. Amnesty International Ltd. selection for retention criteria include:

- Qualifications, skills, experience and knowledge;
- Performance indicators/ measures which are evidence based (e.g. bilateral meeting notes which could be produced in the event of an appeal/ grievance);
- Attendance or disciplinary records (must be up to date). Absences relating to a disability (as defined and protected by prevailing Disability legislation), or pregnancy related absence must be discounted

A paper based selection exercise will be conducted by a panel including Human Resources, and the relevant managers.

10.2 An employee who is in a pool of one/ringfenced in selection for retention and where the role has the possibility of being down-graded, the impacted employee will be offered the downgraded role in the first instance. The salary of the employee will not be reduced as a result should they move to the lower grade role (see clause 13.3).

10.3 Those not selected for retention will be served with notice of termination and the notice & redeployment period will commence.

11. Redeployment access

11.1. When an employee is served with notice of termination and elects to seek redeployment - that individual will be considered a “redeployee” for the duration of their notice period (usually 3 months). The organisation will make potentially suitable roles available to that individual with the aim of redeploying them into suitable alternative employment, ideally of a permanent or long term fixed term nature, to mitigate this redundancy before the end of the notice period. The employee will retain the right to the redundancy pay if redeployed with a fixed-term contract. This right remains even if they take on further subsequent fixed-term contracts.

11.2 Amnesty International has a duty to mitigate against redundancy wherever possible. Staff members at risk of redundancy are not obliged to seek redeployment and wherever possible, Amnesty International will seek to accommodate staff members’ wishes.

Where Amnesty International feels, during consultation or following skills matching, that an individual has the necessary skills for a suitable alternative role, it will discuss with them the organisational priority of retaining their skills with a view to reaching an agreement that is suitable for both parties.

However, Amnesty International reserves the rights to offer a suitable alternative post, subject to a three month trial period for both parties.

11.3 Amnesty International Ltd. will support redeployees in the following ways:

- By initiating access to outplacement support services;
- By providing priority access to notifications of job vacancies, (via the redeployment portal), throughout the organisation which may provide suitable alternative employment
- By providing a contact in the Resourcing team who will join final consultation 1 to 1 meetings as a direct contact who can support them in seeking redeployment, and on any questions or concerns they may have on finding suitable alternative employment within the organisation

12. Skills matching process

Approach

12.1 Skills matching is the process whereby Amnesty international Ltd. reviews a prospective redeployee's skills, experience and knowledge against the needs of vacancies which could serve as suitable alternative employment. All available vacancies are opened to redeployees who have the opportunity to put themselves forward for their preferred vacancies, those they feel may be and would like to be considered for as suitable alternatives. The elements of skills match criteria are below:

- The nature of the work as described in the job description i.e. experience of carrying out similar responsibilities;
- The qualifications, skills and competencies as required to fulfil the job description i.e. as specifically noted in the "Skills" section of the JD;
- Matching working arrangements i.e. hours of work etc;
- Grade;
- Location

12.2 The purpose of the skills matching application and interview process is to ensure that employees at risk of redundancy are offered the opportunity to demonstrate their suitability for all available redeployment opportunities via a clear, consistent and meaningful method of application and assessment so that Amnesty International can best identify a skills match to vacancies in which they are interested.

12.3 A skills match is sought by comparing the pre-set requirements of the job description against the individual's self-described skills, experience and knowledge in their application and then in interview. The panel are looking for evidence and examples of expertise in line with this required criteria.

Skills matching – Access and application stage

12.4 All redeployment applications will be considered and progressed in the following isolated phases of priority:

1. Redeployees on maternity (all grades)
2. Redeployees at same grade as the role to which they have applied
3. All other redeployees

12.5 Redeployees will submit applications electronically via eArcu, <https://careers.amnesty.org/redeployment>, where all available roles are advertised for one week before moving to external or other candidates.; redeployees can put themselves forward for as many roles as are of interest Once an application has been posted to a vacancy, the candidate will receive an automated

response confirming receipt of the application, and if their submission is being held back while higher priority redeployees are considered.

12.6 All employees at risk of redundancy may be considered for an available role by making a short application to that role once advertised. This application process will require employees to complete the following (per vacancy):

- Answers to 1 'Closed' question (Yes/No answers), if there is a core essential skill directly related to the JD criteria
- Answers to 2 or 3 'Open' questions (narrative answers limited to no more than 2000 characters)
- One more general question on why the candidate has the necessary skills for the post (narrative answer limited to no more than 2000 characters)

Skills matching – Application consideration process

12.7 Assessment at the application stage will relate directly to the vacancy's job description criteria, and assessment will be made against candidate submission of relevant examples of the necessary skills and experience that demonstrates a suitable level of expertise in the criteria being assessed.

12.8 Assessment of the skills matching application will be undertaken by the Resourcing Team and the hiring manager, both of whom will record their scoring and comments on the eArcu recruitment system.

12.9 Should a match not be made, further pools of eligible applications will be considered before moving to wider advertising. Applicants who are not progressed to interview will receive confirmation of this, with a rationale for the outcome, at the same time as interview invites go out to the other candidates. Those employees who are unsuccessful in the skills match and assessment process would then continue to work in their existing role and seek alternate redeployment until the expiration of their notice period.

Skills matching – Interview process

12.10 Where employees demonstrate clear examples of the requisite level of expertise required to meet the criteria being assessed by the application questions, they will be invited to attend a formal panel interview process (including hiring manager and a HR panel member) and relevant skills testing (if required by the post e.g. language testing) where a more comprehensive assessment of the candidate's skills and experience will be made.

12.11 Amnesty International will give a minimum of five working days to advise an employee that they have been selected for an interview as an outcome of the consultation process. Individuals must ensure where possible they are available for the redeployment interviews for the roles they have applied for; there can be some rearrangement of an interview in exceptional circumstances and within a reasonable timescale before the role will progress to other eligible applicants for interview and then proceed to the next stage advertising the role.

12.12 Where a match for assessment for alternative employment is made and the employee feels it is not entirely suitable and the employee's refusal is deemed to be reasonable (as assessed by Amnesty International Ltd.), employee's will continue to be able to access redeployment opportunities until the end of their notice period.

13. Redeployment arrangements and Trial periods

13.1 Where alternative employment is offered, Human Resources will write to the employee confirming the terms and conditions of the offer. The employee will have two weeks (10 working days) to consider the offer, on the basis of a three-month trial.

13.2 Where an individual is deemed to be suitable for a role, and has accepted the terms, arrangements will be made between current and future line managers, to fill the post either:

- Immediately, by transferring the individual concerned;
- Or by keeping the post open pending the new start date

Appointment will always be offered on the basis of a trial period (see clause 13.5).

13.3 If the redeployed employee already has the same grade as that of the new post, their salary will be unaffected. Where redeployment is to a higher grade than their current one, they will be offered the minimum point on the scale of the new post or the next point up from their current salary, whichever is higher. If the employee has agreed to redeployment on a lower grade, they will remain on the pre-existing salary and their pay will be frozen until the new pay scale catches up. Continuity of service will be preserved.

13.4 A trial period enables both the employee and Amnesty International Ltd. to assess whether or not the post is genuinely suitable for the employee. This trial period can be extended only by the line manager's discretion.

13.5 At the outset of the trial period reasonable training and criteria for assessment of the trial period will be clearly set out and agreed between the line manager and redeployed employee. These criteria will provide the benchmark for assessment for the trial period. A standard form located on ISIS employees community page will be used for setting objectives for the trial period in the form of the SMART Trial Period template already in use at Amnesty International.

The trial period will commence as soon as the employee starts their new role.

13.6 The manager will arrange a review meeting with the employee every month and towards the end of the trial period, discuss whether or not the new job is in fact suitable.

13.7 If it is mutually agreed that the post is not suitable for the employee, their employment will be terminated, and the employee will retain the right to their redundancy payment. The organisation also reserves the right to not confirm the employee in post but will provide reason in writing for this decision. Should this transpire the employee will retain the right to their redundancy payment.

13.8 If the trial period reveals that the post is not suitable within the terms of the policy, or that there are other reasonable grounds for the employee to decline the post, the employee will retain their right to their redundancy payment. Their employment will then be terminated at a mutually agreeable time.

13.9 Should there be insufficient reason for the person not to take the role when offered when the role is based in their current location and/or at end of the trial i.e. not providing evidence to support why they cannot take the role, they will be deemed to have resigned and will not have access to any redundancy payment.

13.10 Where alternative employment is accepted in a suitable role within Amnesty International Ltd. in a different country, the individual will retain their right to a redundancy payment for up to 12 months.

14. Redundancy

14.1 All employees with two years' continuous service, whose posts cease to exist or are substantially changed, are entitled to redundancy payments. A substantial change to a post occurs when more than a third of its functions (as set out in the job description) is changed and/or there is a significant change of the role location (over 50 miles).

14.2 In the case of larger restructures involving moves overseas, it is anticipated that some employees may be identified as being at risk of redundancy several months before the outcome decision and its implementation. In such transitional arrangements, Amnesty International Ltd. may request the individual continue in post pending the outcome decision.

In such circumstances, the individual will be able to access their redundancy payments within the following parameters:

Lead time of implementation	Earliest access to redundancy payments	Notice period to IS	Example with 3 months' notice requirement
6 months	4 months	Contractual	Work 1 month; Give notice; Work 3 months' then receive redundancy payment.
12 months	8 months	Contractual	Work 5 month's; Give notice; Work 3 months' then receive redundancy payment.

Should the timelines for implementation elongate further than 12 months', it would only be by mutual agreement that the employee's access to redundancy payments would be deferred. During these transition periods, access to priority redeployment opportunities will remain unchanged. Should an individual gain a permanent alternative redeployment opportunity within the IS during this transition period, this will be held open for them.

15. Redundancy payments

15.1 Local legislation in our Regional Offices may provide different stipulation for redundancy or severance payments, where this is the case local law will take precedence unless UK practice is more favourable. For employees based in the UK please refer to clause 15.2 for redundancy payment qualification.

15.2 Existing employees will be entitled to the equivalent of three and a half weeks' final gross pay for each full year of continuous service on the day of exiting the organisation, if put at risk prior to 31 December 2015, or thereafter as part of the Global Transition Programme (GTP) restructures.

GTP restructures are defined as the setting up of any of the Regional Offices; the distribution of functions from London to Regional Offices, sections and any other structures to which IS functions may be devolved, including posts that are disestablished in order to facilitate the setting up of the Regional Offices (those currently listed and those as yet not fully determined – i.e. this applies to all regions, including those where the nature, location or date of establishment of the Regional Offices is/are not defined in the current proposal). It will also apply to posts that are disestablished not only to relocate

them to the Regional Offices, but also to finance the Regional Offices or to reflect changing needs in a given location (e.g. London) as a result of the Regional Offices being set up.

Any sums paid are inclusive of statutory entitlement.

15.3 New employees who commence employment post 29 January 2013, and existing employees who are put at risk as a result of a non GTP restructure post 31 December 2015 will receive three weeks final gross pay for each full year of continuous service on the day of exiting the organisation.

15.4 For the purposes of redundancy pay, a year of service is defined as a year from the first day continuous employment commenced, or the anniversary thereof. The maximum pay will be for 20 years of reckonable service.

15.5 At the point of exiting the organisation, if the employer is currently “acting up or substituting” in a role, their redundancy calculation will be as follows:

- Period of service of substantive role calculated at three and a half weeks’ final gross pay (for each full year of continuous service) at that rate;
- Immediate period of service (prior to termination date) of “acting up/ substitution” role calculated at three and a half weeks’ gross pay (for each full year of continuous service) at that rate;
- Other periods of acting up during a employees' career in Amnesty International Ltd. will not be calculated at the higher rate of pay for that period of service, the above only applies if that higher rate is being received at the point of exiting the organisation
- Where this calculation results in a full year of service being discounted, the part of year of service which is equal or more than 6 months will be rounded up to one year

15.6 Employees working part-time when made redundant who were hired on part-time contracts will have their redundancy payments pro-rata'd to their normal contracted part-time hours.

15.7 Employees working part-time when made redundant who have previous periods of full-time service in the 20 years immediately prior to exiting the organisation will have their redundancy payments calculated as follows: 3.5 or 3 weeks' final gross full time salary for each year of full time working, plus years of part-time service paid pro-rata.

E.g. 5 years full time service, followed by 5 years part time service will be calculated taking the final salary at the point of exiting the organisation, and pro rating it up to full time equivalent for the first 5 years worked at full time, plus the 5 years worked at part time which will be paid pro-rata, multiplied by the relevant redundancy week formula (that is, 3.5 or 3 weeks' (as appropriate). The formula applied to employees who work part time means that their hours are averaged over the period of their employment.

15.8 Periods of service on maternity or other statutory protective leave are counted as service and calculated in the normal way.

15.10 Each completed year of sabbatical will be paid at the UK statutory rate of redundancy. Those on sabbatical in our Regional offices will be paid the local jurisdiction statutory rate of redundancy if applicable. If no statutory rate for redundancy, with coverage for sabbatical periods, exists in our Regional jurisdictions or if the rate does exist and/or if it is lower than the UK statutory rate, than the UK statutory rate will be applied.

15.11 Effective from 6 April 2014 and in line with the commencement of the new tax year, Amnesty International has agreed to facilitate phased redundancy payments should employees wish to opt to do this. It will be limited to two payments only within a six month period and should be contained within

the same tax year. These payments are only applicable to individuals employed in the UK in order to comply with local legislative requirements.

16. Notice period

16.1 Management will give a contractual notice period or three months whichever is higher, to all whose employment is being terminated by reason of redundancy. Notice periods will be worked unless early release is agreed by Amnesty International Ltd. in which case notice periods may be paid.

17. Right to appeal

17.1 Affected employees have the right to appeal in line with agreed procedures as outlined in Appendix II. The right an employee has to appeal will be included in the standard letters as part of the notification of redundancy/redeployment process.

18. Supporting employees declared redundant

18.1 Specific categories of assistance offered by Amnesty International Ltd. include:

a. Time off during the notice period (or prior)

Amnesty International Ltd. will provide a reasonable amount of paid time off work for redeployees to look for new employment as they face potential redundancy.

In addition to allowing employees time off work to attend interviews with prospective employers, time off work will also be allowed for:

- Attendance at outplacement counselling
- Preparing CVs and job applications

b. Outplacement/career support

Amnesty International Ltd. will pay for and facilitate access to outplacement services to help enable employees to refresh their interview skills, redraft CVs and reply effectively to job advertisements, in addition to the provision of internal advice and guidance. The outplacement programme should cover the following, depending on the requirements of the individual:

Phase 1 – uncertainty, stress and transition counselling

One-to-one counselling/coaching to be available as early as possible in the redundancy process and continuing throughout the outplacement programme. Counsellors can encourage prompt financial planning, provide information on financial assistance in cases of hardship, and refer staff to a financial advisor for support if appropriate.

Phase 2 – assessment

The aim of this phase is to enhance affected staff's self-knowledge so that, if necessary, they can change career. The consultant/advisor should comprehensively assess the skills, abilities, interests, values, decision-making patterns, personality and experience of the staff. Typical processes used to assess staff's skills include psychometric assessments, interviews and exercises.

Phase 3 – identifying career options and setting goals

The consultant/advisor should work with the affected staff to determine an appropriate career path based on the findings acquired in the previous phase. The consultant/advisor should be knowledgeable about the job market and experienced in identifying opportunities.

Phase 4 – job-search techniques

The skills that could be taught may include: effective CV writing; developing networking opportunities and skills; on-line research techniques; interview skills coaching.

Advice can also cover help with post-interview follow-up, including negotiating job offers and helping to cope with rejection.

c. Employee assistance programme (International)

<http://www.well-online.co.uk> (username 'amlogin'; password; wellbeing) Phone: 0800 919 709

The employee can access this service via a 24-hour free phone helpline which is answered by experienced external counsellors. They provide confidential advice and support for callers on a wide range of issues.

19. Supporting the 'survivors' of redundancy

19.1 It is important that managers take into account the impact of any redundancy programme on those who remain. To minimise the impact it is important that managers invest sufficient time to:

- ensure all affected employees are given frequent updates on the aims and progress of the restructuring process and that there are regular reviews to address any knock-on workload issues;
- treat those who are being made redundant fairly and with respect;
- continue to communicate with and support those employees that remain, after the redundancy programme has finished

20. Effective date

20.1 This policy is effective from 29 June 2015. The policy was first adopted on 29 January 2013 and first revised on 24 March 2014.

21. Review

21.1 This policy will be jointly monitored and evaluated after six months, and reviewed annually by Amnesty International Ltd. and the Union.

Appendix I: Roles and responsibilities

Line manager

If you are a line manager you must:

- Remain objective when/if involved in decisions relating to the design of the organisational change or new structure, and work on the basis that changes must be about posts and work and not individuals
- Follow the formal Redundancy Policy and Procedure and process fairly and consistently
- Lead the consultation with the affected employees, and recognised Union with the support of the Human Resources team
- Communicate with and support all individuals affected, including those who 'survive' redundancy and are not made redundant
- Maintain confidentiality and record all meetings and actions
- Ensure that reasonable adjustments are made for employees throughout the process, where appropriate
- Seek advice and assistance from the Human Resources team prior to commencing this process
- Act at all times in a manner that is consistent with Amnesty International Ltd.'s values and behaviours
- Be aware of your responsibilities to the organisation and the individuals – should an individual seek recourse at an employment tribunal, you may be required to attend on behalf of AI Ltd

Human Resources

The Human Resources team will:

- Provide advice, guidance and coaching to line managers in relation to the application of this policy and procedure
- Commission training to build the confidence and capability of managers to manage redundancy situations effectively
- Support the internal consultation process and external notifications required
- Support the redeployment process and assist in identification of suitable alternative employment via skills matching
- Support the commissioning of external services, for example, outplacement support
- Monitor the use of the Redundancy Policy and Procedure and this procedure/guide to ensure that the process is being conducted objectively, fairly and consistently
- Review and propose amendments for renegotiation of aspects of the Redundancy Policy and Procedure

Individual employees

Individual employees will:

- Attend and participate in meetings during consultation period and beyond to identify what further support or action can be provided to find a suitable alternative post as soon as possible
- Assume personal responsibility for ensuring they access and review vacancies and for actively seeking opportunities and fully considering all job descriptions as a priority
- Prepare for any interview/recruitment process they attend
- Accept offers of reasonable suitable alternative employment if seeking redeployment

- Participate fully in any training deemed required

Employees representative

Employees representatives (work colleague or Union representative) will:

- Make all reasonable attempts to attend on the date(s) proposed for formal meetings
- Represent the views of colleagues affected by the changes and communicate with them both before and after the consultation meetings
- Consider the organisation's proposals and make suggestions, or present alternative proposals on behalf of the affected employees
- Maintain confidentiality

Appendix II: Appeals

Employees will have the right of appeal against the following formal decisions taken during the process:

- Selection for redundancy from a pool of employees
- The suitability of redeployment positions

The written appeal will be submitted to the manager responsible for making the decision within five working days of the decision being communicated.

Human Resources will appoint an “appeal officer”. This individual should be an independent manager from a different directorate/department, different from the original decision maker (and most likely more senior), who has had no prior involvement in the case.

The appeal officer will make the arrangements for the appeal hearing, ensuring that:

- The appeal hearing is arranged within 10 working days of the appeal being lodged (where possible)
- The manager who took the decision will be invited to respond to the appeal
- All parties are informed of the location and time of the meeting, and any reasonable adjustments are made
- All documentary evidence which will be considered by the decision-maker is received by all parties at least five working days in advance of the appeal hearing

In addition to the appeal officer (who will act as chair), the following people should be invited to the appeal hearing, to ensure it is conducted fairly and that all relevant information is available:

- The employees who has appealed a decision
- The manager responsible for the initial decision
- The individual’s representative if they have chosen to invite one
- A member of the Human Resources team who has had no prior involvement in the case to advise on process and consistency of approach

Those present will assess the information and the appeal officer will inform the member of employees of the outcome in writing within five working days of the appeal hearing taking place. This will also include any associated actions to be taken either by management or the employees. The letter will explain:

- The rationale behind the decision
- That there is no further right of appeal

A copy of the letter will be sent to the line manager for information. A copy of the letter will be retained on the employee’s personal file.

Should an employee have concerns about other matters, they may use the Amnesty International Ltd. Grievance Policy to do so.

Appendix III: People management policy standards

1. Introduction

1.1. This document has been agreed between Amnesty International Ltd. and Unite in accordance with the letter from the Secretary General dated 4 August 2011, which accompanied the Recognition Agreement. Its purpose is to outline the standards that will underpin people management policies applicable to individuals within Amnesty International Limited. They have due regard for natural justice by embodying the fundamental principles of fair treatment within the workplace.

1.2. They take into account current statutory requirements and externally recognised best practice guidelines and codes of practice.

1.3. More detailed definitions around a number of the matters referred to below will be found within the body of the organisation's actual policies, encompassing such matters as flexible working, discipline, grievance and bullying and harassment etc. Throughout this document the use of the term "policy" also applies to the accompanying procedures, if any.

1.4. The standards outlined in this document are not exhaustive and other elements may be incorporated in individual policies as appropriate.

2. Guiding principles

2.1. Policies will be written in clear accessible language, which articulate individuals' rights and obligations. They will be translated into appropriate languages (for example French) and made accessible to all (e.g. via the Intranet, manager briefings etc.);

2.2. There will be a strong presumption in favour of disclosure, with all information relating to the application of the policy issue in question shared with all parties, unless there is a fair/legitimate reason to do otherwise;

2.3. All policies will adhere to the principle of fairness and will be applied in ways that demonstrate consistency, that can both be seen and felt to be fair and appropriate, relating to the circumstances in question;

2.4. Policies will be applied in a way that ensures that each party has a reasonable opportunity to fully prepare and present any case, under conditions that do not place them at a disadvantage. This will include fair and adequate access to information, time and facilities. Individuals will have an opportunity to comment on allegations, evidence or arguments, and will have the opportunity to present information, evidence and arguments at all stages, including any appeals;

2.5. Any decisions made will be based on the body of evidence presented and on, as a minimum, the balance of probabilities. Any action taken will be proportionate to the matter under consideration. The prime objective being to assist and encourage individuals to achieve and maintain good standards of behaviour/conduct where appropriate, and not to be seen as a "punishment";

2.6. Managers involved in informal or formal application of policy must strive to maintain objectivity, approaching each case on its merits, and declaring any vested or conflicting interests in advance. Decision-making bodies and decision-making shall be conducted in a manner so as to be seen to inspire the confidence of all concerned;

2.7. Individuals who are named or implicated in a process will not serve as investigators or be involved in decision making. Reasoned challenges to the objectivity, or any perceived conflicts of individuals involved will be allowed;

2.8. All those involved in the application of policies in accordance with these guiding principles, including those carrying out investigations and hearings, providing information or acting as a witness or representative shall be free from fear of personal criticism, victimisation or reprisals;

2.9. Both the wording, and the application of policies shall respect the right of all individuals to be free from discrimination and will prohibit all direct and indirect discrimination on the grounds of sex, gender identity, pregnancy or maternity, sexual orientation, religion or beliefs, marital status, civil partnership status, race, ethnic origin, colour, nationality, national or ethnic origins, disability or age, or any other grounds/personal characteristics (whether prohibited by legislation or otherwise).

3. Key rights/obligations/duties

3.1 **Allegations** – to be clearly set out in writing with accompanying evidence ensuring full transparency, including the potential consequences where possible. To be provided in good time before any formal action is taken;

3.2 **Investigations** – to be carried out by an appointed officer in a fair, thorough and objective manner with the focus on establishing the facts, prior to any formal action being taken;

3.3 **Timescales** – for dealing with matters to be prompt, but reasonable, and in line with best practice guidelines, whilst allowing sufficient time for preparation by all relevant parties. Whilst not overly prescriptive, minimum standards and fair use of timeframes will be provided as part of policy and procedure guidance;

3.4 **Accompaniment/representation** – Accompaniment/representation in formal meetings is recognised as a right.

Supervisory, team and program meetings are a normal part of employees/management relations in the International Secretariat (IS) and may include discussion of issues that affect employees terms and conditions, health and safety, workload or job description(s); such meetings are normally attended unaccompanied by a colleague. However, if a employees member believes that an issue may affect employees terms and conditions, health and safety, workload or job description(s) and that she/he may need support or advice from a colleague during discussions to resolve the issue, the employees member may postpone or adjourn discussion of that issue until another meeting can be arranged to discuss that particular issue. At that further meeting the employees member can arrange to be accompanied/represented by a colleague who may be a union representative.

3.5 **Process defined** – will comprise, where appropriate, a logical progression of distinct phases and individuals should understand what stage of the process they are at. Discussions should not progress from informal to formal without clarity and the right to be accompanied/represented made clear;

3.6 **Case** – in any matter to be clearly stated/answered by the individual to ensure understanding by the individual concerned as well as the hearing officer;

3.7 **Right of reply** – the individual has the right to respond to any allegations made;

3.8 **Mediation** – where considered relevant and helpful to the matter in hand, and agreed by all parties, Amnesty International Limited will facilitate the involvement of a mutually agreed trained/experienced mediator to help resolve matters informally;

3.9 **Outcomes** – of any informal or formal meetings will be delivered within reasonable timescales, with any decisions clearly and adequately reasoned;

3.10 **Appeals** – against any formal decision will be allowed at each stage and taken by another manager or panel not previously involved with the case. Appeals against decisions arising from informal handling of a matter may be addressed through the grievance process;

3.11 **Confidentiality** – to be maintained at all times in relation to matters being considered, provided that it does not obstruct the principle of natural justice;

3.12 **Record keeping** – a written record will be kept relating to the nature of the issue, summary of evidence, actions taken, grounds for the actions, if any appeal was lodged, outcomes and subsequent developments. These will be shared with the individual who will be afforded the chance to add substantive comments to the record, as required;

3.13 **Formal warnings** – to be limited in duration and will be removed from the individual's file when the applicable time has passed.

Appendix IV: Glossary of terms used

Appeal hearing – a formal meeting to discuss an employee’s appeal against a decision made as outlined in Appendix II

Appeal officer – the manager appointed to chair the Appeal Hearing and decide on the course of action

At risk – an employee is “at risk” (of redundancy) where their existing post is to be made potentially redundant and they are therefore potentially to be dismissed from their employment by reason of redundancy

Establishment – the complement of roles that comprise the organisation

Skills profile/redeployment application – Affected employees are asked to submit an application (at times referred to as a profile) to support the matching and redeployment process for individual roles of interest

Skills match – the exercise, based upon the redeployment application and any subsequent interview, to determine whether the individual is a “skills match” to the role;

Personal file – the central employee’s record held by the Human Resources team

Redeployee – an individual who is formally at risk of redundancy, who has been issued a notice of termination of employment and who is/for whom redeployment is being sought

Right to be accompanied/ represented – all employees have a statutory right to be accompanied at formal meetings by a work colleague or trade union representative. Supervisory, team and program meetings are a normal part of employees/management relations in the International Secretariat (IS) and may include discussion of issues that affect employee’s terms and conditions, health and safety, workload or job description(s); such meetings are normally attended unaccompanied by a colleague. However, if a employees member believes that an issue may affect employees terms and conditions, health and safety, workload or job description(s) and that she/he may need support or advice from a colleague during discussions to resolve the issue, the employees member may postpone or adjourn discussion of that issue until another meeting can be arranged to discuss that particular issue. At that further meeting the employee’s member can arrange to be accompanied/ represented by a colleague who may be a union representative

Suitable alternative employment – work of a broadly comparable nature that does not need to be an identical role but has the same location, hours, salary, similar scope and responsibilities (unless the individual agrees to consider other options)

Survivor – An employee who was part of the ‘at risk’ pool but is not ultimately selected for redundancy

Appendix V

1. External notification

Amnesty International Ltd. is required to provide at least 90 days written notification to the Department for Business, Innovation and Skills (BIS) if 100 or more employees are to be made redundant, and at least 30 days for 20 to 99 employees. This involves the completion of form HR1 (available from the Insolvency Service website <http://www.insolvency.gov.uk/forms/forms.htm>). For less than 20 employees, no notification to BIS is required.

Formal notification will normally be co-ordinated by the Human Resources team. This should occur before the first of the dismissals takes effect, and in any event before giving notice to terminate any employees member's contract.

Amnesty International Ltd. is also required to give a copy of this notice to the appropriate union representatives.

2. External links

2.1 ACAS

ACAS stands for the Advisory, Conciliation and Arbitration Service. They provide information about employee's relations and independent advice. On their website you can find guidance about dealing with work-related concerns.

www.acas.org.uk

2.2 Employees assistance programme

Line managers should also consider any additional support the employees may need and should ensure the employees is aware of our free confidential helpline and personal counselling service with www.well-online.co.uk

Employees can access this service via a 24-hour free phone helpline, which is answered by experienced external counsellors. They provide confidential advice and support for callers on a wide range of issues. Phone: 0800 919 709.

2.3 Directgov

The careers section of the Directgov website provides advice to recent graduates and people interested in changing career, together with information about financial support for adult learners.

<http://www.direct.gov.uk/en/Employment/Jobseekers/JobsAndCareers/index.htm>

2.4 Citizens' Advice Bureau

The Citizens Advice service helps people resolve their legal, money and other problems by providing free, independent and confidential advice, and by influencing policymakers.

Document type: Policy

<http://www.citizensadvice.org.uk/index.htm>