



Flexible Working

The Company recognises that supporting a flexible workplace is an important factor in attracting and retaining employees and is committed to, wherever possible, assisting employees in achieving a positive work-life balance. This is also recognised by the government, who have recently introduced a new piece of legislation, under the Employment Rights Act 2002, which grants certain employees, who are responsible for the care of children, the “right to request” to work flexibly,

In support of the new legislation and of our commitment, ITV is introducing a new Flexible Working Policy and Procedure. This policy sets out in detail, the eligibility criteria and the process, which needs to be followed when submitting an application for a flexible working option.

A policy on Flexible Working is needed in order to:

- Provide clear information to employees
- Support employees in making an application
- Demonstrate how applications will be assessed

Aims

The aims of the Policy are:

- To promote awareness and set out guidelines on how to apply for a Flexible Work Option (FWO).
- To support employees in achieving a better work/life balance whilst ensuring that the business needs are met.
- To harness the creative energy that we value in all our areas of work and apply it to our working practices, encouraging innovation.
- To ensure that the application process is equitable, transparent, prompt and guided by business needs and priorities.

The Policy

Any employee with responsibility for the care of children under the age of 6 (or disabled children under the age of 18) may make an application for a Flexible Working Option once they have been employed for a continuous period of 6 months.

However, given the range of work that we do and the variety of roles within ITV, we recognise that there will be many factors affecting the suitability of Flexible Working Options for both employees and the Company. It is essential therefore, that flexibility has at least a neutral impact on the business, and does not establish any rigid working practices that cannot then adapt to changing business and/or individual needs.

It is the employee's responsibility to make the request for a flexible work option, and the manager's responsibility to assess the request against the goals and requirements of the team, and the needs of their area of the business.

Each request will be treated individually and on a case by case basis, and no one arrangement will set a precedent for another. It should be noted that flexible working is not a contractual entitlement.

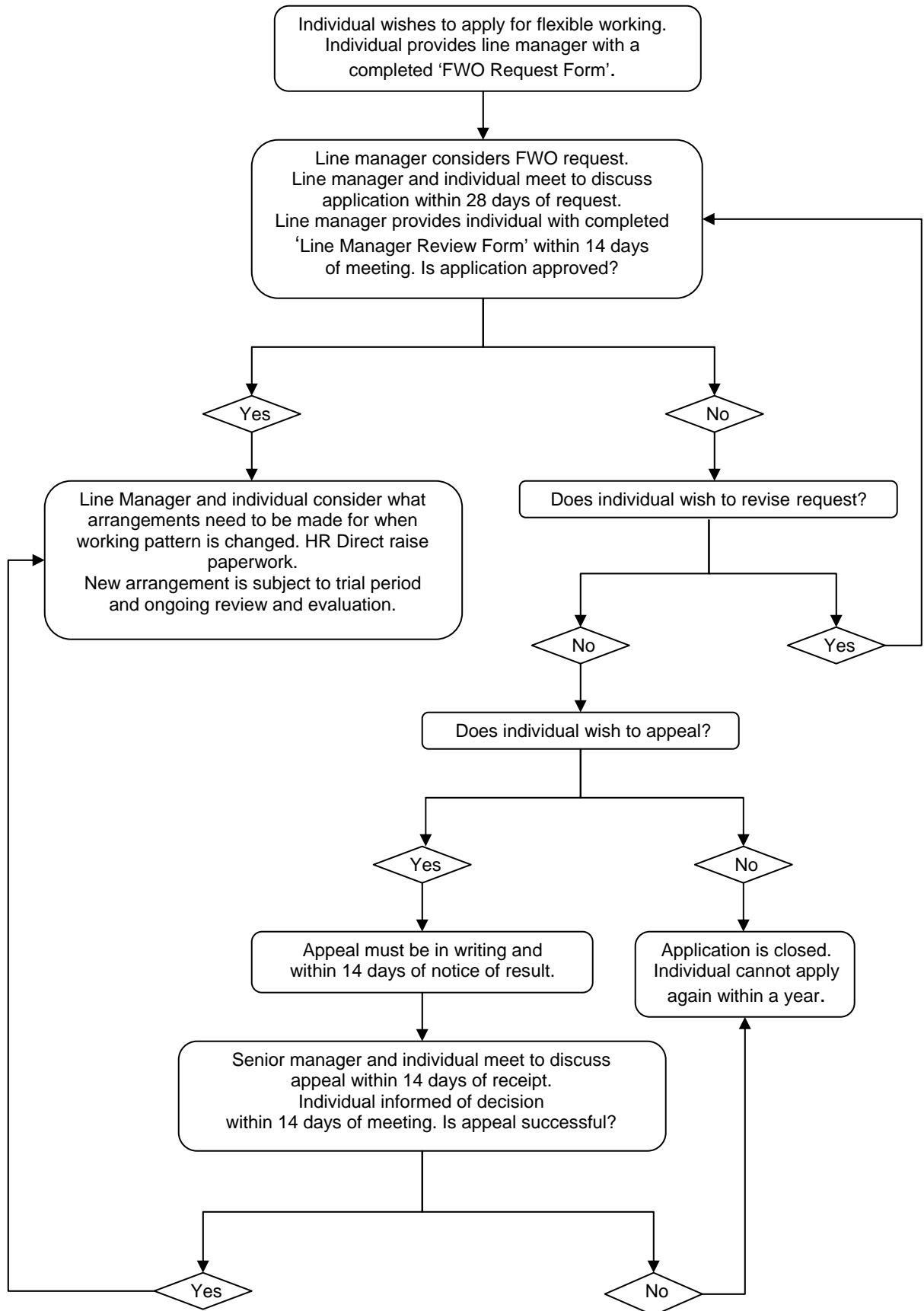
Employees must take the initiative in building a case for flexibility, drawing on their knowledge of the job and the work process, and consider the impact of the Flexible Work Option on other members of the team and the department.

Managers must assess requests on the basis of business impact.

Flexible Working Options cannot be rigid and as such will be evaluated for success and feasibility on an ongoing basis, to ensure they continue to fit with business needs and job requirements, and therefore may be subject to time limitations or change.

The Application Process

Application Flowchart



A Guide for Applicants and Managers

Employee's Guidelines

The following guidelines illustrate the points and issues, which should be considered when preparing an application for a Flexible Working Option. It is important that the application form is completed in full and with as much relevant detail as possible. This will in turn, enable managers to fully review the proposals and reach an informed decision.

- Can I define my roles and responsibilities and outline how I believe that these will work under the new arrangement?
- Can I demonstrate that I am a good planner and well organised?
- Can I be flexible to meet the needs of the business if required from time to time?
- Can I demonstrate that I am self-motivated
- How will I ensure that I keep my manager informed of my progress?
- How would my performance be reviewed and measured?
- How will I ensure consistent communications with my colleagues, my manager and my clients?

Manager's Guidelines

On receipt of a completed application for a Flexible Working Option, managers will be expected to take a number of factors into consideration, before reaching a decision as to whether an employee's request can be granted. The following guidelines highlight the key areas for management consideration.

- Review the job requirements – e.g. issues of continuity in production
- Can the job be scaled back or restructured, if the proposal involves a reduction in capacity over a period of time?
- Will there be a need for a job re-design process with some responsibilities being redistributed to other employees or carried out in a different way?
- How will you ensure that the individual taking on the affected responsibilities has the necessary skills to complement the individual taking the FWO, e.g. redistribution of work or job share?
- What reasonable adjustments can be made to the current role?
- If the applicant is a manager, how will supervisory functions be fulfilled?
- Are there identifiable peaks and troughs of activity during the week/ month/ year/ production schedule?
- Is it operationally feasible to accommodate timetable changes?
- What is the nature of the work? How are results/performance measured?
- How will the rest of the team be affected?
- How will internal and external clients be affected?
- If an extended period of leave is requested (of more than a week) how will the work be covered?
- What are the cost implications?
- Is the individual prepared to be 'on call' or carry a mobile phone to take calls?

Frequently Asked Questions

Who is eligible to apply for a FWO?

All employees who have responsibility for the care of children under the age of 6 (or disabled children under the age of 18) who have more than 6 months continuous service are eligible to apply for a FWO. You may request a FWO by completing the FWO Request Form enclosed in this pack and submitting it to your manager. Approval of a FWO will depend on the demonstration of the business case, illustrating that there will be no detrimental impact on the business.

If my application is unsuccessful, can I apply again?

If your application is unsuccessful, then you have the right to appeal against this decision in writing within 14 days of the result. Your Senior Manager will meet with you to discuss the appeal and you will be informed of the decision within 14 days of the meeting.

Employees can only submit one application for a particular FWO in any one position in each 12-month period.

Can managers apply to work flexibly?

Yes, this is available to all employees with responsibility for the care of children under the age of 6 (or disabled children under the age of 18) with more than 6 months continuous service, regardless of their seniority.

What is the impact of a FWO on my career prospects?

This entirely depends on the options you choose to take. For example, working part time may mean that there will be some tasks and even roles that cannot easily be undertaken, this may also apply if you wish to apply for an FWO which means you are working outside of "normal" office hours. However, you will need to discuss this directly with your manager, as this will not always be the case. We do have examples of employees already on FWOs, who have been successfully promoted into roles that continue to meet both the needs of our business **and** their own requirements.

Won't my image suffer if I'm not visible every day?

Not being present in the office does require extra effort on everyone's part to make sure no one is "out of the loop". You may find that you will have to encourage your clients, colleagues and manager to call if they really need you. You should also send regular reminders of your work schedule to ensure people know when you are available.

How will a FWO be monitored?

The key to success of any FWO is that the employee, team and manager involved, focus on the outcome or productivity of the flexible worker and **not** the method by which this is achieved. You need to consider the issue of visibility of your achievements to those concerned and should discuss this with your manager. See below for the review process.

If my application for a FWO were successful, how permanent would my contractual change be?

FWOs will be subject to quarterly reviews within the first 12 month period, following which, if appropriate, a permanent contractual change to your terms and conditions may be made. Thereafter, reviews will then take place on an annual basis. However, this may not always be the case and a permanent contractual change will not always automatically be granted. It will depend on the nature of the FWO and any subsequent changes in business needs, following the introduction of your FWO.

For guidance on the review process, you should refer to section "Reviewing and Modifying or Ending a FWO".

What if I'm job-sharing and my job share partner resigns?

If a job share partner resigns, then the post will be advertised again in the normal way. If no suitable job share partner can be found for an existing job share, then the remaining employee may be offered the post at the total contracted hours. However, if this is not possible then every endeavour will be made to find another part time post.

If my working hours reduce, what implications would this have on my benefits?

Please note that if any benefit is not listed below, then there is unlikely to be an effect – please refer to the ITV Benefits booklet.

Annual Leave

The number of days' paid annual leave to which employees are entitled is pro-rated according to their working hours, e.g. a full time employee whose annual leave entitlement is 25 days per annum would be entitled to ten days leave per annum if the employee's working hours were to reduce to two days per week.

Annual Salary

The basic annual salary of a full time employee is pro-rated according to their working hours, e.g. a full time basic salary of £15,000 per annum would be pro-rated to £9,000 per annum if the employee's working hours were to reduce to three days per week.

Childcare Assistance

The value of childcare vouchers to which employees are entitled is dependent on the working hours of the employee and those of their partner/spouse or the child's other parent. Therefore where an employee works on a part time basis, the benefit is calculated on a pro-rata basis.

Life Assurance

The life assurance benefit, payable if an employee dies before their 60th birthday whilst working for ITV, is a lump sum normally equal to four times the employee's basic salary at the date of death. Therefore where an employee's working hours reduce and their basic salary is pro-rated in line with the reduced working hours, the pro-rated part time salary will determine the life assurance payable.

Long Service Award

The one-off award of an extra week's paid annual leave is based on a week rather than number of days, e.g. an employee who works three days per week and opts for the LSA of an extra week's paid annual leave would be entitled to one week of three days off in that year.

Maternity and Adoption Pay

Employees who become pregnant or adopt a child are entitled to maternity or adoption leave and, depending on their length of service with the Company, they may also be entitled to receive company maternity/adoption pay. Although contract status and working hours do not determine the length of maternity/adoption leave or length of time for which employees receive maternity/adoption pay, it should be noted that the amount of maternity/adoption pay depends on the employee's income and salary. Therefore where an employee's working hours reduce, the amount of maternity/adoption pay receivable would be affected by their new pro-rated salary.

Parental Leave

The amount of parental leave to which employees are entitled is based on weeks rather than days, e.g. where an employee works two days per week and then take a block of four weeks' parental leave in a calendar year, four weeks of two days per week would be taken i.e. a total of eight days.

Paternity Leave and Pay

If an employee's partner/spouse is having a baby or adopting a child, the employee is entitled to company paternity leave and company paternity pay. It should be noted that the amount of paternity pay depends upon the employee's salary. Therefore, where an employee's working hours reduce, the amount of paternity pay receivable would be affected by their new pro-rated salary. The amount of paternity leave taken by an employee is based on weeks rather than days. E.g. where an employee

works two days per week and takes a block of two weeks paternity leave either directly following or within a year of the baby's birth or adoption, two weeks of two days per week could be taken, i.e. a total of four days.

Pension Scheme

The Defined Contribution (DC) Section

In this Section employee and employer contributions are payable as an annual percentage of the member's Pensionable Salary (basic salary on 1 April each year, subject, where appropriate, to the Earnings Cap). When an employee's basic salary is pro-rated due to a change in hours the employee and employer contributions will not be altered until the following 1 April. However members will be advised if their contributions have to be restricted to comply with Inland Revenue limits.

The Defined Benefit (DB) Section

In this Section the employee contribution is an annual percentage of the member's Pensionable Earnings (ordinarily basic salary at 1 October each year, subject, where appropriate to the Earnings Cap). When an employee's basic salary is pro-rated due to a change in hours, the employee contribution will not be altered ordinarily until the following 1 October if the salary has increased, although the contribution may be reduced from the date of the change if the salary has reduced. However members will be advised if their contributions have to be restricted to comply with Inland Revenue limits.

If an employee's hours change this may affect the calculation of their pension benefits. If you are considering changing the number of hours you work you should contact the ITV Pensions Department to discuss how your pension benefits may be affected. The ITV Pensions Department can be contacted either by email enquiries@ITV-pensions.co.uk or by phone on 01772 884488.

Permanent Health Insurance (PHI)

As PHI arrangements provide some income for employees who are members of the defined contribution section of the pension scheme (or any other section of the ITV pension scheme to which PHI applies) and who are unable to carry out their normal work through illness or injury. The level of payment available is 50% of the employee's basic annual salary so where hours are reduced, the pro-rated salary would apply.

Redundancy

In the event that a redundancy is unavoidable, then any redundancy payment will be calculated based on the annual salary at the date on which the redundancy takes place.

Sharesave

The amount which participants in a sharesave scheme elect to contribute each month is in place for the duration of the savings period (either three, five or seven years) and cannot be changed part way through a sharesave period. This should be borne in mind if an employee is considering a reduction in working hours that would reduce their annual salary and, therefore, could affect their ability to maintain the monthly payments at the chosen level.

Sick Pay

The amount of company sick pay to which employees are entitled depends on the employee's length of continuous service with the company on the day that absence due to sickness commences and is based on their salary. Therefore, where an employee works part time the pro-rated salary would apply.

Time off for Public Duties

Employees who are involved in Public Duties (see section seven of the ITV Benefits brochure) will be allowed to take up to a maximum of ten days unpaid leave per annum to perform their duties. This is a guide for full time employees and may be pro-rated according to working hours.

Reviewing and Modifying or Ending a FWO

Reviewing, modifying or ending a work arrangement can be just as important as initiating one. Either the employee or the manager can initiate discussion about ending or modifying a work arrangement at any time.

All work arrangements should be the subject of ongoing discussion, review and evaluation and in the first twelve months, with quarterly reviews at three monthly intervals. If the FWO continues after the twelve month period, then the FWO will normally be reviewed annually or in line with any changes in business needs.

Constructive and direct feedback is essential to develop the full potential of any flexible work option and to avoid any problems that might arise. Many issues can be worked through, especially if they are caught early on. Should problems prove insoluble, it may be necessary to modify the schedule or ultimately, terminate it, normally with one month's notice during the first year. Thereafter, termination of an FWO may be subject to the individual's normal notice period. If a change in the arrangement occurs either within an existing FWO or to a different FWO, then this must be noted in writing, and where appropriate, one month's notice will be given.

When a review has taken place, the Review Form will be completed and agreed by the Manager and employee with appropriate feedback and action points. This will be administered by HR Direct.

For more information regarding this policy, please contact HR Direct on 0161 835 6565 or your site HR Manager.

THIS POLICY FORMS PART OF AN EMPLOYEE'S TERMS AND CONDITIONS

APPLICATION FOR CONSIDERATION OF FLEXIBLE WORKING ARRANGEMENTS

Section 1

Name:	
Department:	
Job Title	
Date of Continuous Service:	
Current Contract End Date:	
Line Manager:	
Work Base:	
Request Date:	

Section 2

Please outline your current working pattern below:

	Mon	Tues	Wed	Thur	Fri	Sat	Sun	or	Rostered in accordance with annualised hours agreement
am									
pm									

or, if none of the above are applicable, please state below

Describe your proposed working pattern below and/or give a brief description of your proposed working pattern:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

am

pm

Section 3

How do you wish to change your working practices to ensure the effective implementation of your proposed flexible working arrangement? Please give details.

Section 4

Please outline the impact that you believe this flexible working arrangement will have on your colleagues, your department and, if applicable, other departments. What would your solutions be?

<u>Impact on Colleagues</u>	<u>Solutions</u>
<u>Impact on Department</u>	<u>Solutions</u>
<u>Impact on Other Departments</u>	<u>Solutions</u>
<u>Impact on IT or Other Technological Requirements</u>	<u>Solutions</u>

Section 5

How would you ensure that continuity is maintained in the way in which you carry out your role/responsibilities?

Section 6

Do you anticipate that any costs would be incurred by you or the company to ensure the effective implementation of this flexible working arrangement?

Section 7

Does your work involve dealings with external clients? **Yes/No**

If Yes what impact will this new arrangement have?

<u>Impact on External Clients</u>	<u>Solutions</u>

Section 8

What signs will highlight how well the FWO is working?

Section 9

Are there any reasons why the trial period/assessment might need to be amended in this particular case?

Section 10

There may be occasions when a programme or business need conflicts with your proposed flexible arrangement, e.g. attendance at a training course or an unusual level of sickness absence resulting in a need for a specialist skill to be used. How would you deal with this?

Signed

Date

Please submit this form for consideration directly to your Line Manager. You should also forward a copy to your Site HR Manager.

Further information on the process is contained in the Flexible Working Policy on the Intranet or you can call HR Direct on 0161 835 6565 or your site HR Manager.

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