

Supporting Your Attendance Policy

AREA:	PEOPLE SERVICES
AUDIENCE:	ALL STAKEHOLDERS
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OWNED & REVIEWED BY:	HEAD OF PEOPLE SERVICES
APPROVED BY:	CHAIR OF BAT BOARD OF TRUSTEES / PEOPLE COMMITTEE
LAST APPROVAL DATE:	17.06.2026

Brunel Academies Trust (BAT) is a company limited by guarantee with registration number 10074054 and registered offices at Unit B4C Orbital Retail Park, Thamesdown Drive, Swindon, SN25 4AN; BAT is the parent company and Sole Corporate Member of the subsidiary company Brunel Education (BE). Brunel Education is a charitable company limited by guarantee with registration number 11991915, registered with the Charities Commission of England Wales (Charity Number 1214820) and with registered offices at Unit B4C Orbital Retail Park, Thamesdown Drive, Swindon, SN25 4AN.

Tier 1 policies are centrally held policies relating to Education, Governance, People Services, Finance, ICT and Operations and are the direct responsibility of BAT. Tier 1 policies are created by the BAT Central Services Team but adopted and reviewed by the BAT Board.

We are committed to a sustainable future and to improving the social, economic, and environmental well-being of the community. We are dedicated to environmental improvements that foster a sustainable future and lead to social and economical improvements in the communities we operate within.

Amendments to policy		
Date	Section	Amendment
February 2025	17	Appeal procedure linked to Brunel's Appeal Policy.
September 2025	9	Addition of clause regarding communication following fit note expiry.
	17	Addition of section covering note taking at formal meetings.
September 2026	7	Medical Suspension Added
	8	Phased return to work added

1. Purpose

- 1.1 All employees of BAT belong to an exceptional creative education family, and make valued and diverse contributions to opening doors, opening minds and changing lives every single day. Our Mission is to ensure all our children and young people are given every opportunity to be engaged, inspired and empowered to enable them to flourish and lead safe and successful lives. We recognise that the wellbeing and attendance of employees is fundamental to our success and aim to have a healthy workforce with excellent levels of attendance.
- 1.2 As an employer, BAT has a duty of care and responsibility for the health safety and wellbeing of all employees and is required to comply with relevant statutory obligations including those enshrined in the Equality Act 2010 and Health and Safety Legislation. BAT takes these responsibilities seriously and will take all reasonable steps to ensure that working environments, work demands and management processes are not detrimental to employee health and wellbeing.
- 1.3 The purpose of this policy, in conjunction with BAT's Wellbeing Policy, is to:
 - provide a supportive framework to enable employees to maintain their attendance at work;
 - ensure that all employees are clear about their roles and responsibilities;

- facilitate absence reporting, monitoring, and analysis;
- establish a clear and transparent process for the management of any concerns;
- provide for the fair and consistent management of employees;
- deliver compliance with statutory obligations, including those relating to equality and data protection; and
- seek to mitigate and, where possible, avoid any detrimental impact for children and young people arising from employee ill health or absence.

This policy does not form part of any employee's contract of employment, and it may be amended at any time. This policy will not apply during any employee's probationary period, during which the Probation Policy will apply.

2. Roles and Responsibilities

2.1 All employees:

- Have a responsibility to prevent health or attendance issues arising, by managing their own health and wellbeing and following healthy working practices and lifestyle choices;
- Are encouraged to seek support at an early stage where health, wellbeing or personal circumstances may impact attendance or work performance
- Need to be aware of and follow the requirements set out in this policy;
- Must be familiar with, and follow, the absence reporting requirements for their Provision or the Central Services Team (CST), including ensuring that copies of Fit Notes are provided to their manager in a timely manner, and within the timelines laid out in section 8;
- Are expected to maintain regular communication/engagement with their manager throughout any absence, unless there are exceptional circumstances, in which case this must be communicated and an alternative contact may be necessary;
- Must participate in a return-to-work meeting with their manager as soon as reasonably possible upon their return;
- Are required to attend meetings in relation to sickness absence with managers, People Services and Occupational Health, including whilst absent from work.

2.2 Managers:

- Are responsible for encouraging, monitoring, and managing attendance in accordance with this policy and accompanying guidance, with support from the People Services Team;
- Should take a supportive and proactive approach to attendance management, with consideration given to employee wellbeing and any individual circumstances;
- Should ensure that employees are aware of absence notification requirements;
- Are expected to maintain appropriate and supportive communication/engagement with employees during periods of absence;
- Must conduct return to work meetings with the employees they are responsible for, as soon as possible on their return to work;
- Must alert the People Services Team if they have any concerns regarding an employee's wellbeing or attendance.
- Are expected to work with the People Services Team to manage any concerns, including leading review meetings with employees and participating in a Final Review Hearing where required.

- Must consider, with advice from People Services and Occupational Health where appropriate, whether reasonable adjustments are required in accordance with the Equality Act 2010.
- Must handle medical and personal information sensitively and confidentially, in line with data protection requirements.

3. Pay during sickness absence

3.1 An employee's entitlement to pay during periods of sickness absence is made up of Statutory Sick Pay (SSP) and where applicable, Occupational Sick Pay (OSP) subject to the relevant criteria and scheme rules.

3.2 Statutory Sick Pay

BAT, on behalf of the Department for Work and Pensions, pays Statutory Sick Pay (SSP) into wages. SSP is paid for a maximum of 28 weeks in any 12-month period, for each occasion or linked episodes of sickness absence.

Payment of SSP and/or Occupational Sick Pay may be dependent upon employees complying with the absence reporting and certification requirements set out within this policy

Employees who do not qualify for SSP, or whose entitlement has ended, may be eligible to claim for Employment and Support Allowance (ESA) or any replacement benefit from the Department for Work and Pensions. It is the employee's responsibility to complete this claim and forms for ESA can be requested from payroll@brunel.org.uk.

3.3 Occupational Sick pay

Under BAT's Occupational Sick Pay Scheme, all employees will receive payment of full or half pay during periods of sickness absence, dependent on length of service and subject to the employee complying with the requirements of this policy. BAT reserves the right to suspend Occupational Sick Pay where there is reasonable evidence of abuse of the sickness absence process or failure to comply with reporting requirements.

Occupational Sick Pay runs concurrently with SSP and includes any SSP entitlement.

Details of individual employees' entitlements can be found in the contract of employment or alternatively contact people@brunel.org.uk for more information.

4. Equality considerations

4.1 BAT recognises that some employees may have disabilities or long-term health conditions as defined by the Equality Act 2010. In such circumstances, consideration will be given to reasonable adjustments and appropriate support measures

4.2. BAT is committed to equality and diversity, and values inclusion. As such, BAT is committed to fulfilling its Equality Duty obligations and expects all employees to share this commitment. The Duty requires BAT to have due regard to the need to:

- eliminate unlawful discrimination, harassment, and victimization;
- advance equality of opportunity; and foster good relations between people who share a protected characteristic and those who do not.

All employees are required to treat the people with whom they come into contact, with dignity and respect, and are entitled to expect this in return.

When implementing this policy managers must have due regard to equality considerations, including but not limited to the following:

- Disability and long-term health conditions
- Reasonable adjustments
- Absence due to pregnancy-related ill-health
- Any other protected characteristics under the Equality Act 2010

Managers must seek advice from the People Services Team where equality considerations may apply

4.2 Disability and long-term health conditions

As an accredited Disability Confident Employer, BAT is committed to supporting job applicants and employees who may have a disability or long term health condition, and to considering and facilitating reasonable adjustments to enable them to attend work and fulfil their role at BAT. If an employee has a disability or long-term health condition, which means that they would benefit from adjustments in the workplace to facilitate their attendance and/or performance at work, they should discuss this with their manager, Head of Provision/Head of Service (HoS), or a member of the People Services Team at the earliest opportunity. Employees are encouraged to raise any concerns even if they are unsure as to what support or adjustments may be available. Managers may seek advice from the People Services Team and/or Occupational Health where reasonable adjustments may be appropriate.

4.3 Absence due to pregnancy-related ill-health

Absence due to pregnancy-related ill-health will be recorded as such and will not be taken into account for the purposes of formal action being taken in accordance with this policy, however normal sick pay provisions will apply. In accordance with statutory requirements, where a pregnant employee is absent due to pregnancy-related ill-health in the four weeks prior to the expected week of childbirth, maternity leave will automatically commence. Please refer to BAT's Family Friendly Policy for further information relating to employee wellbeing during pregnancy.

5. Data Protection

All employees are expected to comply with the provisions of the Data Protection Act (DPA) 2018 and the UK General Data Protection Regulations (UK GDPR), and any information they have access to, or are responsible for, must be managed appropriately with any requirements for confidentiality and security observed. Information regarding an employee's health is considered a 'special category of data' under the UK GDPR. As such care must be taken when storing, accessing, sharing or processing such information, whether it is provided directly by an employee or by a third party such as a GP or BAT's Occupational Health provider, and regardless of the format in which the information exists.

6. The role of Occupational Health

- 6.1** Where ill-health may be impacting on an employee's attendance, wellbeing or performance, with their consent they may be referred to BAT's Occupational Health Provider at any time. The referral will enable the Provision or CST to obtain advice with respect to any support or reasonable adjustments that the Provision or CST may be able to implement to support the employee to improve or maintain their attendance and performance.

- 6.2** A written report will normally be provided by Occupational Health and shared with the employee before being shared with the relevant People Services representative and responsible manager, unless the employee has agreed otherwise.
- 6.3** Occupational Health may request to obtain a medical report from the employee's GP or specialist. The employee will be asked to provide their consent for Occupational Health to apply for a medical report and has the right to view the GP/specialist report before it is released.
- 6.4** Where an employee does not provide consent for medical advice to be obtained from the Occupational Health Service, they will be advised in writing that decisions may be made on the information available.
- 6.5** Where an Occupational Health report is obtained, the report will be discussed with the employee, either at a meeting as part of the formal attendance management process, or at a meeting outside of this process if there are no attendance concerns.

7. Medical Suspension

- 7.1** In certain circumstances, the HoP/Head of Service may be required to suspend an employee from work on medical/health and safety grounds if they perceive there to be a risk either to them or others
- 7.2** If an employee returns to work and the Head of Service feels that an employee is unfit to carry out their job role despite the employee stating that they are fit, they may decide to suspend the employee on medical grounds.
- 7.3** The HoP will discuss their concerns with the employee and seek advice from People Services.
- 7.4** If an employee is suspended from work on medical/health and safety grounds, they will receive sick pay in line with their contractual entitlement to occupational sick pay and this period will count towards their contractual sickness entitlement.
- 7.5** The employee will have the right to appeal against this decision in line with the Trust's appeal policy.

8. Phased return to work

- 8.1** In certain circumstances, a phased return to work may be agreed to support an employee's successful return following a period of sickness absence.
- 8.2** A phased return will normally be agreed for a maximum period of four weeks. During this period, the employee will receive their full normal pay, and the phased return will not affect their existing sickness absence entitlement.
- 8.3** In exceptional circumstances, and where there is appropriate medical support, a phased return may be extended for a further period of up to four weeks. An extension will require the employee to provide a fit note confirming the need for the continued phased return.
- 8.4** During any extended phased return period, hours not worked will be paid in accordance with the employee's applicable sickness absence entitlement. Depending on the employee's entitlement, these hours will be paid at either full pay or half pay. Where the employee has exhausted their sickness absence entitlement, any hours not worked will be unpaid.

- 8.5** The details of a phased return, including working hours, duties and duration, will be discussed and agreed between the employee and their manager prior to implementation. The arrangements may be reviewed during the phased return to ensure they remain appropriate and supportive of the employee's return to work.
- 8.6** Normally, an employee will be eligible for one phased return to work period within any 12-month period.

The absence reporting and management process

9. Principles

- 9.1** Before any action is taken under this policy, the facts and circumstances of each case will be carefully considered, including any medical advice received (where applicable) and the degree to which the absence is causing operational difficulties to the Provision or CST. Where reasonable efforts to support improved attendance and/or the recovery and return to work of an employee within a reasonable timescale have failed, and where the procedures set out in the policy have been followed, continued unsatisfactory attendance is likely to result in dismissal.
- 9.2** Where an employee improves their attendance, it is the expectation that they will be able to maintain this. Where the improvement is not maintained, the managing attendance process may recommence at the stage of the policy under which the employee was managed previously.
- 9.3** Where ill health primarily impacts performance rather than attendance, the relevant appraisal and capability procedures will apply, underpinned by the wellbeing considerations in this policy. Where an employee's ill-health has such an impact that they are unable to perform the duties of their role and they are absent from work as a result, redeployment or ill-health retirement may be considered.

10. Notification of sickness absence

- 10.1** To enable BAT to maintain safe and effective provision for children and young people, employees must ensure that their Provisions/Service, or for colleagues working in central services the CST, is notified as soon as reasonably practicable where they are to attend work due to ill health.
- 10.2** On the first day of sickness absence, employees must notify their Provision or the CST in person by telephone call as early as reasonably possible, using the Provision's or CST's published reporting process. This should be prior to their scheduled start time to give the Provision or CST the opportunity to arrange cover. The employee should notify the Provision or CST of the reason for and the expected duration of their absence. Employees must also notify the Provision or CST in advance of the day on which they will be returning to work, to ensure that any cover arrangements cease and to enable a return-to-work meeting to be arranged.
- 10.3** Where an employee calls to notify the Provision of their absence and they leave a message rather than speaking to the appropriate manager or nominated contact, BAT reserves the right to call the employee back to gather further information as required. Any calls will be made within the employees' working hours.
- 10.4** In exceptional cases, if, due to unforeseen circumstances, the employee is unable to notify their manager of their own absence e.g., hospitalisation, then a family member or friend may do so on their behalf.
- 10.5** Employees who are absent for:

- Absence of 7 calendar days or fewer will normally be self-certified.
- Absence of more than 7 calendar days must be supported by a Fit Note

10.6 Employees employed under term time only contracts whose absence starts during term time, and whose ill health continues outside of term time, must:

- where continuous absence and ill health total more than 7 calendar days, continue to provide Fit Note certification in respect of the period outside of term time; or
- notify the Provision or CST of the date outside of term time, on which they would have been well enough to return to work.

10.7 Absence of less than a full day will count as the first day of absence. If the employee returns to work following sickness absence but is unable to sustain attendance and subsequently finds that they need to take additional time off to fully recover (within 24 hours of returning), the absence periods will be linked and counted as one continuous period of absence.

10.8 Where an employee's absence is believed to be attributable to an accident or incident arising during the course of their employment, this must also be reported and recorded in accordance with the Provision's or CST's procedure and BAT's Health and Safety Policy. The Supporting your Attendance Policy will apply to any such absence, however with respect to pay, alternative pay provisions may apply in accordance with the employee's terms and conditions. Any accident or incident will be fully investigated, and medical advice will be sought as may be necessary to support the management of any associated absence, ill health and pay.

10.9 Failure to follow the above notification and certification requirements may be treated as unauthorised absence and/or be considered as a failure to follow reasonable management requests, which may result in pay being withheld and action being taken under the Disciplinary Policy.

10.10 Employees can access information regarding sick pay entitlements in their Statement of Written Particulars (contract of employment) or from the People Services Team.

11. Provision of Fit Notes (Med3)

11.1 Where sickness absence goes beyond seven calendar days (regardless of the number of days per week an employee works), the employee must provide a Fit Note (also known as a Med3) to their line manager and/or People Services.

11.2 Fit Notes must be provided either:

- Within 12 calendar days of the first day of the sickness absence, if it is the first Fit Note provided; or
- Within five calendar days of the expiry of the previous Fit Note; or
- Within five calendar days of the start of term where the employee works term time only and their Fit Note would have been due outside of term time.

11.3 Employees are required to make contact with their line manager or People Services at the end of each Fit Note period, even if they are awaiting a further medical appointment or remain within the permitted timescales for submitting a further Fit Note. Where communication is not maintained, or where Fit Notes have been persistently late in the past, the AWOL process may commence earlier.

11.4 Where an employee is struggling to get a Fit Note, they must notify their line manager as soon as possible and a local arrangement may be agreed.

- 11.5** Where a Fit Note is not received within the timelines above, BAT may record the employee as absent without leave (AWOL) or consider this to be a failure to follow reasonable management instructions. This may result in pay being withheld and/or action being taken under the Disciplinary Policy.

12. Maintaining communication during absence

12.1 Short term absence

The Provision or CST will determine the required frequency with which the employee must contact them and will inform the employee of this. The Provision or CST may require the employee to call in person each day, or where the absence is likely to be self-certified and the duration of the absence is known, then contact arrangements may not be necessary.

12.2 Longer term absence

Where it is known that the duration of absence will be longer term, the Provision or CST will agree reasonable arrangements with the employee for maintaining communication and providing support during the period of absence.

- 12.3** Employees have a responsibility to comply with reasonable management requests in relation to maintaining contact. If an employee fails to maintain appropriate communication with BAT they may be considered absent without leave (AWOL), regardless of whether a Fit Note has been provided with respect to the absence.

13. Return to work meetings

- 13.1** The Head of Provision or a designated manager will meet with the employee on their return to work from absence due to ill health. The meeting will be a confidential and meaningful discussion, the purpose of which is to:

- welcome the employee back to work and update them on work matters;
- discuss whether the employee feels well enough to return to work and whether any support is required;
- consider any advice or recommendations provided on a Fit Note. If a Fit Note is provided by the colleague prior to their return, any relevant information it contains should be discussed at the earliest opportunity before their return;
- establish whether there are any on-going health or wellbeing issues that may lead to further absences and identify any support or reasonable adjustments that may be required;
- review the employee's sickness absence record for the last 12 months and decide if any further action or review meetings should be held in accordance with the procedure set out in this policy; and
- consider the impact of absence on teaching and learning, service delivery and other employees.

In cases of longer-term absence, a meeting prior to the employee's return may be helpful to agree a return-to-work plan to support their reintroduction to the workplace.

14. Attendance notification of concern

- 14.1** Where an employee's level of attendance at work becomes of concern, an informal or formal attendance notification may be issued. The purpose of an informal notification, alongside management discussion at Return-to-Work Meetings, is to signal to an employee that if they

experience further absence their attendance will be managed under the formal attendance management procedure below.

14.2 It is not necessary for an informal notification to be issued prior to a formal notification. A formal notification, in the form of an invitation to attend a Formal Attendance Management Meeting, may be issued where absence has:

- exceeded 3 occasions during a 12-month rolling period;
- exceeded 10 contracted working days cumulatively during a 12-month rolling period; or
- become of concern due to impact on education / service provision.

The issuing of a formal notification in response to any of these trigger points is not punitive action.

14.3 Employees can be accompanied by a work colleague or represented by a recognised Trade Union Representative at any Formal Attendance Management Meeting, Final Review or Appeal Hearing. It is the responsibility of the employee to make arrangements to be accompanied or represented, and in doing so the employee must advise their manager of the name and role of the Trade Union Representative or work colleague attending as soon as reasonably practicable before the meeting. Employees who are trade union members are encouraged to engage with the support that their trade union can offer.

14.4 Employees will be provided with 5 working days' notice of any formal meeting.

15. Attendance at meetings

15.1 Where an employee indicates that they are too unwell to attend a formal meeting or to participate in a Final Review or Appeal Hearing, they will be given the option to:

- Meet in a mutually agreed location or, where appropriate, at their home;
- Attend via video or telephone conference;
- Send a Trade Union Representative or work colleague to represent them, by providing appropriate written consent;
- Provide a written submission; or
- Request that the meeting or Hearing takes place in their absence.

15.2 If an employee does not communicate their wishes with regard to the above, the meeting may take place in their absence with the decision communicated to them in writing.

16. First Formal Attendance Management Meeting

16.1 The purpose of a First Formal Attendance Management Meeting is to:

- Review circumstances in respect of the employee's absence/s to date, including their current health and wellbeing and any medical advice or reports that may have been received;
- If appropriate, to consider any support or adjustments to the employee's role which may support their return to work, and to sustain their attendance;
- Consider the impact of the employee's absence on service delivery and other colleagues;
- Agree further actions (this may include a referral to Occupational Health) and a review dates; and
- Answer any questions that the employee may have.

16.2 The manager leading the meeting will be accompanied by a representative from the People Services Team and notes will be taken. Following the meeting the employee will be provided with a written record of the meeting including the actions and review dates established. Any actions along with the timescales for and frequency of review meetings will be determined in accordance

with the circumstances. In most cases, a review will be completed within six to eight weeks but may be sooner should the absence be of concern. Attendance will normally be monitored for a minimum period of six months following the First Formal Meeting.

- 16.3** If there is no reason to expect further absence due to ill health, it may not be necessary to schedule a Formal Attendance Review Meeting. Attendance will instead continue to be monitored for a period of six months with a Formal Review Meeting arranged if required.

17. Formal Attendance Review Meetings

- 17.1** Formal Attendance Review Meetings are not intended to take the place of:

- Normal day to day management discussions.
- Maintaining communication whilst employees are absent.
- Return to work meetings following a period of absence.

- 17.2** The manager leading the meeting will be accompanied by a representative from the People Services Team and notes will be taken. Following the meeting, the employee will be provided with a written record of the meeting including any further actions and review dates established.

- 17.3** The purpose of a Formal Attendance Review Meeting is to:

- Review circumstances in respect of the employee's attendance following the First Formal Review Meeting, including any medical advice or reports that may have since been received;
- If appropriate, review existing support or adjustments, and consider any additional support or reasonable adjustments that may support the employee's return to work and/or to help sustain their attendance;
- Ascertain whether previously agreed actions have been completed; and
- Answer any questions that the employee may have.

In addition, if there has been further short term or continuing long term absence:

- Further consider the impact of the employee's absence on service delivery and other employees;
- Consider whether medical advice should be obtained/an Occupational Health referral completed; and
- Agree further actions and a review dates.

- 17.4** Where an employee's level of attendance has not improved, whether this is due to short-term or longer-term absence, a further Formal Attendance Review Meeting will be scheduled to take place within six to eight weeks. This meeting may take place sooner where attendance concerns remain.

- 17.5** If, following a second Formal Attendance Review, attendance remains of concern, consideration will be given to whether to extend the review period or to refer the employee to a Final Attendance Review Hearing. Where consideration is given to referring an employee to attend a Formal Attendance Review Hearing, they will be advised of this in writing in advance.

- 17.6** Prior to any such referral, where the employee is a member of a relevant pension scheme, consideration will have been given as to whether the employee may be eligible to apply for ill health retirement in accordance with the rules of that scheme. Consideration will also have been given to potential redeployment.

- 17.7** A minimum of two Formal Attendance Review Meetings will take place prior to referring an employee to a Final Review Hearing, unless the Hearing is to give effect to authorised ill health

retirement, or the circumstances are such that the employee has a long term health condition or where there are exceptional medical circumstances, including terminal illness, where the referral is recognised as the most appropriate course of action.

17.8 There is no limit on the number of Formal Attendance Review meetings that can be held prior to a referral to a Final Attendance Review Hearing, as it may be reasonable to hold additional meetings to support the Trust in meeting its obligations under the Equality Act 2010, to enable medical advice to be obtained or to assess the outcome of support or adjustments.

17.9 If, following a Formal Attendance Review Meeting the employee's attendance has improved, they will be advised of this in writing, and informal monitoring arrangements will continue. Where the improvement is not maintained the managing attendance process may recommence at the stage of the policy under which the employee was managed previously.

18. Final Attendance Review Hearing

18.1 Any employee who is referred to attend a Final Attendance Review Hearing will be advised in writing that a potential outcome of the Hearing may include termination of their employment with the relevant statutory or contractual notice.

18.2 As determined by BAT's Scheme of Delegation, the Final Attendance Review Hearing will be chaired by a member of the Executive Leadership Team

18.3 Where the attendance of a colleague in the CST is under review, the Hearing will be chaired by the Head of that service, or where the Head of Service has been responsible for the attendance management process, may instead be chaired by a nominated senior leader within BAT.

18.4 Both the responsible manager and the Hearing Chair or Panel will be accompanied by a People Services representative.

18.5 The purpose of a Final Attendance Review Hearing is to consider whether or not there are any further actions that could be taken to enable the employee to remain in employment, or whether employment should be terminated by reason of incapability due to ill health or for some other substantial reason.

18.6 The responsible Chair or Panel will carefully review all of the evidence presented at the Hearing and will seek advice from the supporting People Services representative regarding relevant matters, including those pertaining to equality and procedural compliance.

18.7 The documents to be referred to by the manager at the Hearing will have been provided to the employee along with the notice of the Hearing taking place. Any documents to be presented by the employee should be provided at least three working days prior to the Hearing taking place, in accordance with the instructions in the letter inviting them to attend the Hearing.

18.8 The potential outcomes of a Final Attendance Review Hearing are:

- A further review period should be given to allow additional time for improvement in attendance levels, with a further review period set;
- Further consideration should be given to additional support and/or reasonable adjustments to facilitate the employee's return to work and/or sustain attendance; Further medical advice should be obtained, provided that the advice can be obtained within a reasonable timescale. In this circumstance, the Hearing may be adjourned, with a date to reconvene set;

- That the Hearing is able to give effect to ill health retirement in accordance with the rules of the relevant pension scheme; or
- That there is no further action that the Trust can take to facilitate the employees' return to work, or to support them to maintain their attendance, and employment should be terminated on the grounds that the employee's level of absence is no longer operationally sustainable.

18.9 The outcome of the Hearing will be confirmed to the employee in writing

19. Note taking at formal meetings

19.1 To ensure an accurate and comprehensive record of formal meetings, either a designated notetaker will be present throughout the meeting, or the meeting may be audio recorded and transcribed. The employee will be informed in advance, via the invitation letter, whether a notetaker will be present or if the meeting will be recorded. Consent to recording is assumed if the employee does not object within two working days of receiving the invitation. All records, including notes and recordings, will be treated as confidential and stored securely in accordance with BAT's data protection policies. These records will be used solely for the purposes of the absence management process. Any recordings will be deleted once the notes have been agreed.

Any Electronic recording of meetings written consent will be sought from the employee prior to the meeting. The data will be held in accordance with the Data Protection and Privacy Policies.

20. Right to appeal

20.1 The employee has the right to appeal any decision to terminate their employment under this policy. For details on how to appeal, please see BAT's Appeal Policy at www.brunel.org.uk/policies.

This policy has been approved by the People Committee and adopted by the BAT Board of Trustees. The policy will be reviewed every year or earlier if change to legislation.

Signed on behalf of the BAT Board of Trustees:

Signed:



CEO

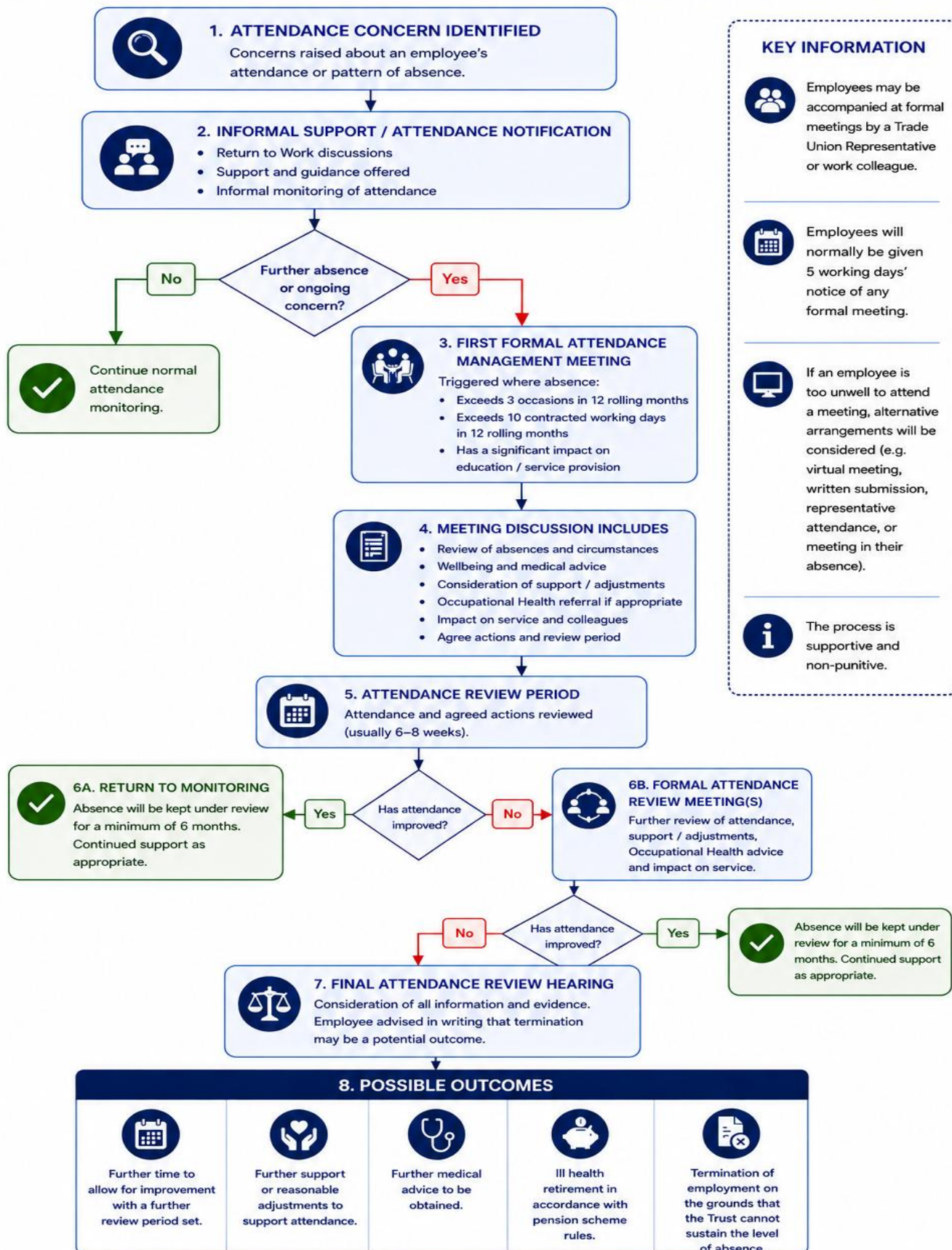
Signed:



Chair of BAT Board

Date: 17.06.2026

ATTENDANCE MANAGEMENT PROCESS



KEY INFORMATION

Employees may be accompanied at formal meetings by a Trade Union Representative or work colleague.

Employees will normally be given 5 working days' notice of any formal meeting.

If an employee is too unwell to attend a meeting, alternative arrangements will be considered (e.g. virtual meeting, written submission, representative attendance, or meeting in their absence).

The process is supportive and non-punitive.