The Kascade Charter

Our Code of Conduct

kascade®

Table of Contents

Document and Revision Control

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Date	Version	Author	Comments
07/11/2023	0.1	Jen Bennett	This is a combination of the following legacy policies: • Acceptable behaviour at work • Anti-corruption & bribery • Attendance at work • Working from home • Social media • Substance misuse • Clear desk policy
25/11/2023	0.2	Jen Bennett	Final draft ready to publish
22/10/2024	1.0	Jen Bennett	Amendments to the document to incorporate key Worker Protection act changes, including: • External contact details • Inclusion of third parties as a source of potential harassment issues • What may be acceptable to you may not be acceptable to someone else • Addition of abuse of power to harassment or bullying • Examples of harassment and bullying for context
11/03/2025	1.1	Amber Price	Addition regarding notice of annual leave bookings. • Annual Leave

Code of Conduct

The purpose of this policy is to ensure that members of the Kascade community are treated, and treat others, with dignity and respect, in an environment that is safe both psychologically and physically and in accordance with lawful practices.

We do business in an honest and ethical manner, fairly and professionally.

The policy spans beyond the office environment to business trips, events, work-related social functions, homeworking and online. We extend the same courtesies and expectations to third parties who may include clients, suppliers and visitors.

When you join Kascade, you will do so with a full tank of trust – we hire talented people where they can enjoy making an impact and we treat people like grown-ups.

Micro-management is not our thing, and we can't and don't spell out every possible scenario in our guidelines. We follow a guiding principle of lean on our values and do the right thing for Kascade. If something isn't included here, either seek guidance from your manager, the People team or the CEO or think about the most sensible approach to your situation and apply that principle mindfully.

Here's the legal bit…

Remember that this Kascade Charter is non-contractual and can be changed at any time and without consultation.

Our values

The Kascade values are how WE do business. Our values underpin the way we make decisions and our guiding principles for how we behave.

Honesty is the best policy

Be open with your teammates and give clients honest answers. We want a solid team and long-standing relationships – showing integrity and trustworthiness will make this happen.

What this means:

- ✓ We behave with integrity at all times. That means being polite and clear in every interaction.

What this doesn't mean:

- Rudeness or unpleasant behaviour disguised as honest is ok.
- Confidential or sensitive information about projects or people can be openly shared.

Take ownership

Show people you can be counted on to deliver because we go above and beyond for our clients. And step in when your colleagues need support or encouragement to honour our business commitments.

What this means:

- ✓ We keep promises implied or made – we're only as good as our last testimonial.
- ✓ We admit our limitations – we can easily address knowledge gaps if we know where they are.
- ✓ We hold our hands up to mistakes so we can all learn something. There's no blame culture here.

What this doesn't mean:

- We ignore the responsibility of completing tasks you have or pick up.
- We hide from difficult situations or lie about your capabilities.
- We sweep mistakes under the carpet or point the finger if something doesn't go to plan.

Be constructive

Apply your distinct knowledge to investigate and solve problems. Think critically, and ask for advice to refine your skills and keep learning. Give others clear and helpful feedback in return, and always celebrate success.

What this means:

- ✓ We question everything to test our capabilities but share considered thoughts and feedback.
- ✓ We give praise where it's due to foster the enterprising culture we like to see.

What this doesn't mean:

- We take everything we see and hear at face value – just because that's what a brief says, that's not necessarily all we need to know.
- We keep important and useful information to ourself.

Engage everyone

Build rapport and share your expertise. Learn from each other, and always be respectful. We want to be seen as industry-leading professionals, so it's OK to be opinionated – but never arrogant.

What this means:

- ✓ We welcome knowledge sharing and debate – even if opinions may differ.
- ✓ We demonstrate your expertise to help people appreciate or be interested in our sector and what we can offer.

What this doesn't mean:

- We don't respect or take an interest in what others have learned or experienced.
- We package up annoyance or frustration as being passionate.
- We forget about having fun.

Embrace adaptability

Anticipate and communicate changing circumstances – if we need to switch things up, we do so without scrimping on performance. Proactively manage situations and look for ways to enhance people experiences.

What this means:

- ✓ Our industry is dynamic – we're allowed to experiment and fail-fast and we build up resilience and push on.
- ✓ We are not intimidated by change – we're in this together and tackle challenges as a team.

What this doesn't mean:

- We stick to a path if it doesn't feel right without trying something else – push on regardless.
- As for help only as a last resort.
- Be available 24/7 or prioritise work over our health and well-being.

Understanding is crucial

Be interested and inclusive – ask lots of questions of different people. Listen with patience and care so that people feel comfortable sharing their opinions… and are receptive to yours in return.

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What this means:

- ✓ We show our enthusiasm for learning and continuous improvement.
- ✓ We encourage collaboration – drawing from diverse viewpoints often means actions benefit from a wider set of people.

What this doesn't mean:

- We blindly follow our own interests – you may be the expert but we don't expect you'll know if all already.
- We skip the due diligence part and just hope for the best.

Inclusivity

The Kascade Charter gives us a platform of guidance upon which to make appropriate decisions but we also appreciate that everyone is different so personalised guidance can be provided to suit your specific needs.

To help us with this, we draw upon our values of engage everyone and understanding is crucial.

You'll have a different perspective on life so you may find that you don't agree with everything in this document. We're all ears when it comes to learning what we don't yet know, so if you have an alternative viewpoint that you don't think has been fully represented, or some insight into more progressive or inclusive ways to conduct ourselves, please let the document owner know.

In the meantime, we must always consider whether our words and conduct could be offensive and recognise that our behaviour, albeit subconscious or accidental, may be misconstrued. Every member of the Kascade community represents the brand and we have a standard set of expectations and approaches to the way that we behave.

To understand more about how each of us are treated equally and with an individual voice see our policy on Equity, diversity and inclusion.

And getting serious, any allegations of misconduct will be taken seriously and addressed as a matter of priority. Incidents that fall under this heading may be treated as misconduct or gross misconduct.

Wellbeing

We care that you're ok, whether you have issues inside or outside of work – we're here to support you and offer you help where we can.

To help us with this, we draw upon our values of honesty is the best policy and ownership.

Your wellbeing is our priority. We know that when you work too long or too hard for too long, you may get burnt out – and that's no good for anyone. Burnout can have serious implications and can also take a long time to recover from. There are several stages of burnout to be aware of:

Subtle dissatisfaction

This is the first stage of burnout and often written off as just being 'well that's life'.

Subconscious disregard

You may be starting to notice that your thoughts and emotions are becoming uncomfortable and something feels off-balance. You may start feeling feelings that are unusual for you; jealousy, annoyance, judgement. You may feel in turmoil but you pass off this off as minor irritation and carry on, perhaps feeling 'a bit tired and fed up'.

Conscious numbing

If you don't address earlier signs, you'll potentially find symptoms popping up in your behaviours as the feelings become too big to swallow; overwhelm, exhaustion and anxiety that you now seek to numb to defer discomfort. If you're over-eating, eating to numb your emotions, drinking, smoking/vaping you'll know that you're not being your normal best version of yourself and you'll be rolling forward to the more serious stages of burnout. Seeking out recovery here is really important to save yourself a far greater effort to recover later.

Anxious exhaustion

When the lows outweigh the highs, you've entered a new stage of burnout and you may be experiencing extreme emotions and sensations for, what feels like, no apparent reason. Even when you should be resting, you'll be always on. You may be feeling deeply dissatisfied with work or life and throw more effort at them to try to get back to how it was. This is counter-intuitive you'll just do more harm unless you really take corrective action now.

Full blown trauma

It sounds dramatic but this is how serious burnout can be. Living in a constant state of excessive stress can take its toll on your body and mind. You may experience physical shut down or uncontrollable anxiety (aka panic attacks) or both. You may find yourself not being able to find a way out and you could find yourself feeling as unwell as you've ever felt.

We want you to be successful at work but not at the cost of your health. There is always a different way, you just need to explore options and ideally not get too far down the road of burnout, so recovery can be easier.

Keep a check on your symptoms and seek support if you:

- Have become cynical or critical at work
- Feel like you have to drag yourself to work and have trouble getting started
- Have become irritable or impatient with co-workers or clients
- Lack the energy to be consistently productive
- Find it hard to concentrate
- Lack satisfaction from your achievements
- Are using food, drugs or alcohol to feel better or not feel at all
- Feel that you are experiencing unusual health troubles which may be attributed to stress

Our roles are scoped to ensure that you can work hard but not feel overwhelmed. If you are feeling overwhelmed, you should speak to your manager or the People team to help you to restore balance.

As a team, it's natural that Kascaders should look out for one another too.

Here are some areas that we know often affect people:

Shutting off from work

When it's busy or we're working remotely it can be hard to stop working. This can result in stress, being tired, lower productivity and even burnout.

We don't expect you to be available all the time either physically or mentally.

Technology should benefit us and not command us, so feel empowered to turn off alerts, not check mail and log off to ensure that you can stay present in your life outside of work.

If you have the option, when working from home try to find a space to work that is separated from your living space. We know that can be tricky so as a minimum, it's helpful if you can at least clear away your work stuff so it's not a distraction or a stressor.

When you're on annual leave, be on annual leave. If we can't cope without you or you without us for a couple of weeks then we need to readdress the balance. Annual leave is your chance to decompress and recover from working hard, as tempting as it is to just log-in or join that call, that will affect your recovery and we want you back fresh and excited to crack on.

We often take our phones to bed and our phones are often also our link to work. Set sleep and DND to protect your recovery times. We want Kascade to be your dream job, not interrupting them.

Interruptions

Sometimes you just need to get your head down and focus. Interruptions can really affect your productivity and concentration, so use your calendar and the technology tools available to you to protect your time. Block out your calendar as busy and put Teams on DND when you really need intense concentration time and respect others when they use those settings too.

Also be mindful of others time, use delayed send functionality or preamble your message to say that you're not expecting a response.

When you're sick be sick

Rest, eat soup, watch day time TV. When you're sick, just focus on recovering and not working. We know it's tempting when you can easily log on from home but your brain won't be in it fully, and we want you to bring your full self to work even when working remotely.

Take a break

Whether it's time to rehydrate or time for lunch, when you're in the zone or in the flow sometimes it's hard to keep track of whether you have taken a break. It's good for thinking time to take time out of the task so schedule in a break to clear your mind, have a walk, make a cup of tea, put the washing on but promise yourself that lunch won't be at your desk if you can avoid it.

Intentionality

Start your day or week with intentionality, it'll make you less reactive and more productive. Who doesn't want to be able to achieve the same results but easier and quicker?!

Think about what you are going to achieve and focus on those key priorities. You'll feel a real sense of pride when you achieve what you set out to.

Focus on your goals and know when you've gone off track. It's ok to be distracted but keep yourself in check to know how to get back to the task in hand.

It's ok to say no! If you spend your time saying yes to everything, before long someone will feel let down so be intentional about the tasks you agree to undertake and ensure you delivery when you say you will, otherwise someone else's productivity (and stress levels) may be affected.

Healthy habits

Sleep – try to get as much quality sleep as you can manage with your lifestyle. We know that small humans, pets and co-sleeping snorers can all impact your sleep but try to avoid screen time just before drifting off as the temptation to keep scrolling can be too hard to resist.

Hydrate – drink lots of water in the day (maybe tone it down in the evening in the interest of a good night's sleep).

Exercise – try to fit in some light exercise daily, a walk, bike ride, light yoga session – you do you.

If you are finding it hard to introduce new habits, don't try to do too much all at once and give some thought to what you really enjoy not what you feel like you *should* be doing.

Are you sitting comfortably?

37.5 hours per week is a long time to be sat if your role is largely sedentary, so make sure that your chair and desk is helping and not hindering your efforts to sit comfortably. Those handles and knobs are part of your chair for a reason, because we all sit differently so take the time to learn what they do and set up your space to work for you.

If you need help with knowing how to sit comfortably either in the office or at home, the People team or your manager can help.

Attendance

Our community has a working approach based on collaboration. Everyone plays an important part in the way that we do business and our own behaviour impacts upon the experience of our colleagues, our clients and associated third parties.

Attendance includes illness, absence, bereavement, unauthorised absence and timekeeping.

To help us with this, we draw upon our value of embrace adaptability.

Relevant associated policies include our Flexible Working policy and our Disciplinary and Capability policy.

Timekeeping

Your hours of work are defined in your contract or have been specifically notified to you and you are expected to be available to work at the times you have committed to.

We understand that there are often genuine reasons for lateness, but we ask that you consider scenarios that may impact your availability to start, or be available for work, and plan for such instances accordingly. Where you cannot appropriately plan for such instances, you can ask for specific support or alternative arrangements.

Some of our roles have a requirement to keep a record of your time in which case you should ensure that you complete time records or overtime sheets as required. Submission of hours should be completed on a timely basis and at the earliest possible opportunity.

Deliberate falsification or mis-recording of time or allocation of time, may be considered a disciplinary matter.

Sickness

If you are absent from work due to illness it is important to advise your colleagues so that appropriate cover can be arranged. Where possible you should call your manager to advise them of your absence as well as your best guess for your return or availability during your illness. We would expect that you would call before 10am on the first day of your absence and then daily whilst unwell unless otherwise agreed.

Whilst we understand that calling someone may feel disruptive to them, having a conversation is the quickest and easiest way to give information and agree arrangements.

Therefore, unless there is simply no alternative, it isn't appropriate to text or message your manager.

We understand that sometimes you may not feel well enough to travel but well enough to work, and you can make that assessment for yourself with the support and input of your manager. If your role and responsibilities can be undertaken remotely, that may be an option for you to explore.

For sickness absence in excess of 7 days, you will be expected to obtain a 'fit-note' from an appropriately qualified source.

Where colleagues are absent and we have not heard from you in the above time periods or at agreed intervals, we may undertake a welfare check by calling you (or your nominated next of kin if we can't get hold of you).

Medical appointments

We know that medical appointments aren't always easy to come by and therefore it is reasonable to take time out of your day when you need to for this.

It would be ideal to arrange appointments to minimise disruption where possible, ie, at the beginning or end of the day or during quieter periods.

You should advise your manager as you normally would for any period of absence and record your unavailability in your calendar or other tool.

Annual Leave

We understand that sometimes plans can change, and while your employment contract states that a month's notice is required when booking annual leave, we're happy to consider requests with a reasonable amount of notice. Just keep in mind that this depends on your team's availability and ensuring that the requested leave doesn't negatively impact our customer experience or business operations.

Working from home

Working from home is defined as conducting work that would normally be done in the office, at home.

To help us with this, we draw upon our values of embrace adaptability and take ownership.

We recognise that having the ability to work from home has benefitted us with a wider geographic reach and talent pool for the recruitment of our team and it has enabled those with some caring responsibilities to better manage their work/life balance.

Relevant associated policies include our Flexible Working policy.

What is expected of me?

We expect that those with the opportunity to work from home will be willing to come to the office regularly to collaborate and socialise, and we ask that everyone:

- Make themselves available for social events with teammates
- Make the effort to build relationships with people outside of our immediate team – avoid silo socialisation
- Respect that an awful lot of learning can only be done sat shoulder-to-shoulder with a more experienced colleague and being happy to be the learner or the mentor. And appreciating that's a benefit and an honour (and not a curse)
- Is consistent in maintaining a somewhat regular schedule. Where everyone is working roughly the same core hours and times each week (or being incredibly consistent at communicating fluctuations) so we can ensure that we're available when we're needed

When working from home you will be subject to the same performance standards and processes as those who are working in the office or at a third-party site. This includes dress code and etiquette. You may feel perfectly comfortable to smoke or vape at your home desk, but we don't want to see that, and we don't want our clients to see it either.

You will have a personal responsibility for ensuring that the equipment you use is fit for purpose and used only for the purposes for which it was provided.

You will ensure that Kascade equipment stored or used at your location for home working is properly insured and that power cables and auxiliary equipment is regularly checked to

ensure that preventable damage is avoided. Any damage caused to personal equipment used in a home working setting will not be the responsibility of Kascade to replace or repair.

You may be able to apply for tax relief for homeworking, but you will not be recompensed for any costs associated with working from home, including but not limited to, heating, lighting, electricity or internet access.

You have a responsibility to ensure that all electronic and physical information pertaining to Kascade is managed appropriately to ensure that there is no access to sensitive information by family members or visitors.

Duty of care

We have a responsibility to ensure your safety regardless of where you are working. You must take reasonable care of your own Health and Safety as we will not be able to assess all risks on your behalf.

You should not invite colleagues or third parties to your home nor share your address information without careful consideration of how that information may be used or retained. You will be personally liable for such sharing of your personal information.

We recommend that you create meaningful boundaries between your workday and your personal time by ensuring that your working patterns are sensible and where possible, look to separate an appropriate working space.

You are expected to identify and report any health and safety concerns to your manager, the People team or the CEO.

You should avoid hosting client or colleague video calls without an appropriate background. It may be that you are unconsciously sharing personal information such as family photos or visibility of other members of your household, and we cannot control what others see or what they do with that information.

When shouldn't I work from home?

Working from home should not be used for childcare purposes as it is essential that when you are responsible for others, they receive your undivided attention especially where there may be a risk to their safety.

You may not be able to properly concentrate if providing care to dependants which may impact the quality of your outputs, or affect the experience of your clients or colleagues.

Whilst it may be beneficial to work from home when you are unwell and to avoid the spread of communicable diseases, often it is better to feel better sooner by resting.

Etiquette

Integrity is doing the right thing, even when no one is watching

~ C.S. Lewis

To help us with this, we draw upon our values of embrace adaptability and understanding is crucial.

Dress-code

Our overriding recommendation here is to dress for your day. If you are scrabbling around on the floor with cables then dress for that, if you're meeting clients either in person or by video call, dress for that. If you're doing both, maybe have a change of clothes.

Think about what is most suitable for the occasion – and check in with the People team or your manager if you feel you'd like guidance. However, we're pretty sure that Bahama shorts are only for the beach and pyjamas are only for PJ days and bedtime.

We love seeing Kascaders in their Kascade tees and hoodies, what we wear can give us a real sense of camaraderie and makes us stand out from the crowd.

We also love cultural dress so if you are more comfortable in wearing something culturally different to standard UK business casual, we support you with that.

Please never wear anything that may cause offense. We do clothes like we do jokes, what is funny or inoffensive to you may not be to your colleagues, so we exercise caution as appropriate.

Office etiquette

We often desk share at Kascade so leaving the desk how you'd like to find it is important. Nobody likes to find crumbs in their keyboard or a dirty mug on their desk so please clean up after yourself.

We also have responsibilities to the security of information and therefore we have a clear desk policy.

When it comes to screens, remember it's rude to read over someone's shoulder uninvited. Please lock your screen when you walk away to protect the integrity of anything sensitive on your screen and clear away sensitive information at the end of the day or when your desk is unoccupied.

You should be mindful that fellow Kascaders may be on a call with colleagues or clients, so check in on your language, your volume and your subject matter and take anything sensitive somewhere more appropriate.

If you're still using paper, consider switching to electronic to be kind to the environment but also be mindful of how you dispose of it. There are confidential waste bins for anything that includes sensitive information and this definitely shouldn't be disposed of in our normal waste.

Bad habits

We've all got them, but we don't bring them to work with us. Smoking and vaping are considered to be the same in our language. We definitely wouldn't smoke at our desk so we don't vape, and we don't vape anywhere that smoking is also banned.

Anti-corruption & bribery

To help us with this, we draw upon our value of honesty is the best policy.

The Law (it's all serious but this is the really really very serious bit)

We are bound by the laws of the UK, including but not limited to the Bribery Act 2010.

You may be legally personally liable for bribery and corruption which is punishable by up to ten years of imprisonment or an unlimited fine.

What does this mean?

A bribe is an inducement or reward offered, promised or provided to gain commercial, contractual, regulatory or personal advantage.

An example of a bribe may be the instance of being offered a ticket to a major sporting event, but on the condition that we agree to do business with them or vice-versa. Bribes may also relate to using your influence in return for the promise of doing business with a third party. Obvious instances of bribery include enticing official government representatives to speed up a process or provide advantage. All of these instances would be classed as an offence.

Does bribery include hospitality?

Gifts and hospitality should be reasonable and justifiable. The reasoning for the gift is a key consideration.

Normal and appropriate hospitality which is given or received is not prohibited so long as the following standards are met:

- It is not done with the intention of influencing business advantage or rewarding the provision or retention of business or favours
- It complies with local laws
- It is given in the name of Kascade and not personally
- It does not include cash or a cash equivalent (vouchers or gift certificates)
- It is appropriate for the circumstances, ie, a customer gift at Christmas time
- It is of an appropriate type and value
- It is given openly and not secretly

- It is not offered to a government official without prior permission from the CEO

So what is definitely not ok?

- It is NOT ok to give, promise to give or offer a payment, gift or hospitality with the expectation or hope that business advantage will be given in return
- It is NOT ok to accept a gift or hospitality from a third party if you know or suspect that they believe business advantage will be provided in return
- It is NOT ok to threaten or retaliate against another person who has refused to commit a bribery offense or who has concerns about the policy be breached
- It is NOT ok to engage in any activity that might lead to breach of this policy

What else should I consider?

- Kickbacks of any kind are not permitted
- You should be mindful when making any payment on our behalf of the reason for the payment and that it is proportionate to the goods or services provided
- We do not make donations to any political parties, only to charitable organisations approved by Kascade. No donations should be offered or made without appropriate approval by your manager, the People team or the CEO
- Any breach of this policy may result in the most serious of disciplinary actions with the potential for gross misconduct

Record keeping

In order to have transparency around gifting and hospitality, we keep a declaration record and you must update it as soon as you accept or receive a gift with the intention of keeping it. You can access the declaration record https://forms.office.com/e/dDJ10051S1 or via this QR code

All records must be completed with absolute accuracy and completeness. Nothing may be 'off-book' or concealed.

What should I do if I'm concerned?

You should raise any concerns with your manager, the People team or the CEO who will be able to provide you with additional guidance.

If you are aware of or suspect any breach, or potential breach, of this policy you are required to notify an appropriate party (your manager, the People team or the CEO).

If you have been a victim of bribery or corruption, suspect that this has been the intention or that this may happen in the future, you should notify your manager, the People team or the CEO immediately.

What protections can I be assured of?

You may be concerned about the impact of raising or reporting the wrongdoing of another but it is essential that you feel assured to raise genuine concerns, even where they may turn out to be mistaken.

You will not suffer any detriment as a result of refusing to take part in bribery or corruption or for reporting in good faith.

Social Media

The internet provides unique opportunities to participate, collaborate and share information on particular topics using a range of different platforms including, but not limited to, Facebook, X, Instagram, blogs or wikis. We'd like you to be mindful that the use of social media can pose risks to our confidential information and reputation and has the potential for legal consequences should we breach our obligations.

Usage of the Kascade systems should therefore be for appropriate business purposes. Whilst you can be assured that we don't monitor your usage, if there is due cause we may monitor your systems or equipment usage to identify whether you have breached guidelines.

When you engage with social media, your opinions may be construed as those of the business and there are specific instances where you should be clear that the opinions offered are personal including personal character references which should be marked as such.

It is never ok to harass or bully anyone whether in the course of your work or personally, and this includes as a 'keyboard warrior' on the internet. Your online presence links you to Kascade and your personal behaviour should be aligned to the behaviours we expect to see professionally.

To help us with this, we draw upon our value of be constructive.

For more information see our policy on Electronic Communication Systems.

When you speak on behalf of Kascade, it's important to represent the brand using the guidance provided by the Marketing team. If you require any support in understanding how to do this, they will be happy to provide you with personal support relating to content, tone of voice and links to approved content.

You may be contacted to make comment as a subject matter expert and you should be cautious about responding to such requests. It is advised that you seek the support of the Marketing team or your manager in such instances in order that your comments are structured in a way that is appropriate for the wider business.

What is just good common-sense?

- Protect the business reputation by ensuring that you don't post disparaging or defamatory comments about anyone in or associated with Kascade including colleagues, clients, suppliers and other associated parties
- Do not comment on particularly sensitive matters that may entice emotional responses

- Avoid commenting on anything that may be business-sensitive and isn't already in the public domain
- If you spot something that doesn't align with our approach to social media, approach the individual or your manager
- Protect yourself from any copyright infringement or from jeopardising intellectual property by understanding what is protected content or checking with the Marketing team or your manager
- If in doubt, don't put it out! Stop and think about what you are saying and how you are saying it
- Don't share anything that another person may find offensive
- Only share things that are already in the public domain or that are authorised by the Marketing team or your manager

Harassment and bullying

The Law (it's all serious but this is the really really very serious bit)

The Equality Act 2010 prohibits harassment related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation.

For more information see our policy on Equal Opportunities.

The Protection from Harassment Act 1997 makes is unlawful to pursue a course of conduct which or ought to know would be harassment, which includes causing harm or distress.

Under the Health & Safety at Work Act 1974 all team members are entitled to a safe place and systems of work.

You may be legally personally liable for harassment of colleagues or third-parties with appropriate consequences as ordered by a court or tribunal.

To help us with this, we draw upon our values of engage everyone and understanding is crucial.

What does this mean?

Harassment is the unwanted physical, verbal or non-verbal conduct which violates a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. Harassment may be a single incident.

Harassment can come from third-parties (suppliers, clients, partners, etc) behaviours and is not isolated to the actions of fellow Kascaders.

What you may consider to be banter, fun or tolerable may not be acceptable to someone else. Examples of harassment may include, but is not limited to:

- Sexual harassment including unwelcome sexual advances or suggestive behaviour (regardless of how innocent the harasser may consider their behaviour)
- Aspects covered by the Equality Act 2010
- Unwanted physical conduct which may be as serious as pinching, pushing or grabbing or incidents that may be viewed as 'horseplay' and include intentionally brushing past someone or intentionally invading their personal space
- Sending or displaying materials that is offensive which may include, but not be limited to, pornography, discriminatory or jokes in bad taste, or other content designed to shock or entertain at the expense of hardship.
- Offensive, intimidating or insensitive jokes or pranks
- Mockery or mimicry of a disability

- Racist, sexist, homophobic, ageist or derogatory remarks
- 'Outing' or threatening to 'out' someone in any regard to sensitive information
- Ignoring or shunning someone by deliberately excluding them from conversation or activity
- Abuse of power over more junior colleagues

Examples of bullying may include, but is not limited to:

- Offensive, intimidating, malicious or insulting behaviour aligned to the misuse of power which can cause a person to feel vulnerable, upset, undermined or threatened
- Coercion through fear of intimation
- Physical, verbal or non-verbal conduct including, but not limited to, shouting, sarcasm, ridiculing or demeaning. Overbearing supervision, inappropriate or derogatory remarks about performance, abuse of authority or exclusion.

Here are some examples to provide different perspectives and points of view:

Tony and Robin are attending the Christmas party with the rest of the Kascade team. Tony believes that Robin may be interested in starting a relationship with them as they have a great relationship and enjoy spending time together at work. Having built up their courage after a couple of drinks, Tony takes their chance and asks Robin if they would be interested in staying the night together. Robin is horrified and leaves the event feeling uncomfortable and disrespected by their colleague with whom they felt they had a good working relationship. Robin does not feel that they can speak to Tony about this matter for fear of embarrassing Tony. Robin wonders if they led Tony on in some way. Were they unintentionally messaging by the outfit they chose, did their body language suggest something unintended or was Tony simply drunk and may not remember the incident! Robin leaves Kascade because they feel it easier to leave than to address the issue. Robin does not feel safe enough to raise the issue for fear of being judged, damaging Tony's reputation or something else that we simply cannot know about.

Whilst we understand that a number of relationships start at work, we do not put our colleagues in difficult situations, make them feel uncomfortable, or unsafe – even if it feels like the perfect moment. In case it needs spelling out – using social events or drink (or a position of authority) to aid in approaching a colleague for any kind of sexual relationship is inappropriate and intolerable at Kascade.

Jordan is well known for their jokes in the office. Sammy has devout religious beliefs but has not shared this with colleagues. Recently Jordan has told, what they believe to innocently be a joke, poking fun at the same belief system. Sammy is the only person (that they know of) to hold these strong religious beliefs and feel that by calling out the inappropriateness of the joke, they will damage their own reputation with the team, embarrass Jordan or get Jordan into trouble, and potentially draw unwelcome attention to their religious

perspectives. Sammy feels that Kascade is not a welcoming environment for people of their religious perspective and leaves, feeling unsupported, uncomfortable and that Kascade is not the welcoming, inclusive community they expected.

At Kascade, we pride ourselves on being fully inclusive.

It is highly likely that you will not know everything about your colleagues and therefore conversations (and jokes no matter how innocently intentioned) around sensitive subjects must be avoided. Conversations for the office are not, and should not be, the same as conversations around the safety of your kitchen table at home.

Jamie has recently been in an accident and has a limp. Jamie's colleague Avery gives Jamie a nickname that catches on – it's banter! Before long the whole team are calling Jamie by the nickname. Unbeknownst to the team, Jamie was bullied at school and the nickname is triggering. Jamie does not want to correct the team or ask for them to stop using the nickname as Jamie is worried they will seem like they aren't fun. In the meantime, Jamie spirals into a triggered state of mind and is off work, ill with depression. Jamie feels unable to raise the matter and is so anxious about returning to the work environment that they feel unable to return.

Banter is often hard to call out and often affects people deeply. It is the responsibility of everyone to ensure that banter remains on the right side of funny for everyone, especially those who are at the centre of 'banter'. It is essential that everyone is encouraged to voice their concerns for themselves and others, and that they are supported by their colleagues to call out anything that may feel inappropriate.

What are the consequences?

We have a zero-tolerance approach to harassment and bullying and any individuals involved in scenarios of harassment or bullying will be subject to disciplinary action.

Any breach of this policy may result in the most serious of disciplinary actions with the potential for summary dismissal or gross misconduct.

Relevant associated policies include our disciplinary and capability policy.

Substance misuse

We are committed to providing a safe, healthy and productive working environment for all of our team and third parties. This includes ensuring that everyone is fit to carry out their roles and responsibilities free from alcohol and drug misuse.

To help us with this, we draw upon our value of take ownership

The Law (it's all serious but this is the really really very serious bit)

Under the Health & Safety at Work Act 1974 all team members are entitled to a safe place and systems of work.

In accordance with the Misuse of Drugs Act 1971 you have a personal obligation to uphold your personal legal responsibilities.

What is considered to be a substance?

Alcohol and illegal drugs are considered to be substances as well as other medications, whether prescription or over-the-counter, where your judgement or capability is impaired.

What is ok?

Where you have a medical reliance or medically controlled addiction, we would welcome a conversation to provide reasonable adjustments to your working arrangements.

There may be instances where, during organised Kascade events we provide access to alcohol and it is expected that you will manage this appropriately, for yourself. You must take personal responsibility for your intake and sensitivity to alcohol and due care must be exercised if you are driving or on medication that may be affected. You must comply with drink-driving legislation at all times.

Being under the influence of substances should not be a suitable excuse for inappropriate behaviour.

You should understand the side effects of any prescription drugs and advise your manager, the People team or the CEO immediately of any side-effects that may affect work performance or the health and safety of themselves or others.

What are the consequences?

We have a zero-tolerance approach to illegal drugs and any individuals in possession of, or under the influence of, or seeking to supply illegal substances will be subject to disciplinary action.

Any breach of this policy may result in the most serious of disciplinary actions with the potential for summary dismissal or gross misconduct

Any individual in possession of, or dealing with illegal drugs on company premises or at a work event will, without exception be reported to the police.

Relevant associated policies include our disciplinary and capability policy.

Searches

If we have reason to believe that an individual is in possession of substances, we reserve the right to search property belonging to Kascade as well as packages sent to our address.

Any substances recovered will be confiscated and provided to the police.

What help is available to me?

If you feel that you have a problem with alcohol or drug misuse we would recommend that you seek support from your GP and where necessary, start a period of sick leave for the purpose of recovery.

Raising issues

If you notice the change in a colleague's pattern of behaviour you should encourage them to seek support. If they will not seek help themselves, you should draw the matter to the attention of the manager, the People team or the CEO. It is not appropriate to attempt to cover up for a colleague whose work or behaviour is suffering as a result of substance misuse.

Raising issues

If you feel that you can, it is advisable to initially raise your concerns with the person or people involved. We recognise that this can be difficult so support will be available to you through your manager or the People team who can provide advice and guidance.

You can raise a complaint formally by sending details to either the CEO or the People team. To avoid any misunderstanding it is helpful to include details of the complaint. Generally, whether to progress a complaint will be up to you but as Kascade as a duty to protect everyone across the team, occasionally a complaint may be pursued without your permission or against your wishes.

Should you wish to raise an issue around harassment, bullying or anything else that may leave you feeling unsafe in any way, but you are worried about doing this internally, we have arranged for an external point of contact. You can email deebunkhall@chiltonpeople.co.uk who will work with you to understand the issue. Dee will never disclose your identity without your permission and will, as required, investigate on your behalf.

What we'll do about it?

Where an investigation is required, this will be undertaken in a timely manner and confidentially. Only those directly involved will be aware of the complaint. Any investigation will be carried out sensitively and impartially.

To understand the details of your complaint, we will arrange a meeting with you to discuss your account of events. You can be accompanied at this meeting by a colleague should you wish, and they will also be expected to respect the confidentiality of the matter.

Where complaints pertain to colleagues, we may find it necessary to suspend them on full pay whilst an investigation is undertaken or make alternative working arrangements.

A Manager, Director or other senior person will be appointed to hear your complaint as well as the alleged harasser to hear their account of events. Where a complaint has been made, it is the right of the alleged person to hear the complaint that has been made against them and this may mean disclosing the identity of the person who has made the complaint.

If your complaint is about a third party, we will consider what action is most appropriate.

If you feel that changes to your working arrangements are necessary during the course of a complaint, we will consider this with you.

Once a complaint process is concluded, a report will be created setting out all the relevant aspects and a decision made. You will then have the opportunity to discuss the outcome and any actions taken. You have the right to be accompanied by a colleague. A copy of the report and findings will also be provided to the alleged harasser.

Actions will be taken promptly and may result in misconduct or gross misconduct under our Disciplinary and Capability Policy.

The severity of the conduct will define the appropriate responses which may include termination of their contract.

There may be other options available to manage an ongoing working relationship which may be appropriate in some instances including mediation, counselling, change of duties or reporting lines for one or both parties.

It is entirely inappropriate to deliberately provide false information or act in bad faith and such behaviour will likely initiate disciplinary action.

What if you're not happy with the outcome?

We hope you will agree and understand with decisions made but you can appeal a decision made by raising an appeal within 7 days of the date of the decision being notified to you. In this instance, we will arrange for an alternative senior person, who has not been previously involved, to review the details and meet with you to understand your position. You may be accompanied by a colleague at this meeting.

What protections can I be assured of?

Any member of the Kascade team participating in good faith in any complaint process can be assured that they will not suffer any form of retaliation or victimisation as a result. Should anyone feel that they have been treated detrimentally as a result of their involvement, they should raise it formally in line with our Grievance procedure.

Any person who has retaliated or victimised another person will be subject to potential disciplinary action in accordance with our Disciplinary and Capability Policy.

How is my information protected and processed?

A high level of confidentiality is expected from any person who is involved in a complaint. Information is disclosed on a 'need to know' basis.

Any informed stored or retained will be in accordance with the Data Protection legislation.

Breach of confidentiality may lead to disciplinary action in accordance with our Disciplinary and Capability Policy.