Policy Summary

UK

Policy: Attendance

Please note that the UK Attendance Policy is under review, the updated version will be available on 1st January 2019

Summary:
Provides guidance to Line Managers and employees on how attendance is managed.

Scope:
Applies to all employees of AstraZeneca UK Limited (“the Company”), based in the UK.

Key Salient Points:
- This policy contains all employee responsibilities during sickness absence in order to qualify for sick pay
- All absences due to sickness need to be reported by the employee in a timely manner and accurately recorded by the Line Manager
- Absences are required to be covered by a medical certificate (“Statement of Fitness for Work”) where appropriate
- Contact and co-operation with the Company is expected as an integral part of managing employees’ sickness absence, aiding recovery and return to work
- Absence will be managed through the Persistent Intermittent Absence (“PIA”) procedure or the Long Term Absence (“LTA”) procedure as appropriate which are included in the policy

Reference:
- Checklists:
  - I need to take sickness absence
  - My employee has called in sick
  - My employee has been off sick for over 4 weeks (LTA)
  - My employee’s sickness record is causing me concern (PIA)
  - My employee has been off sick for over 12 weeks and is eligible for GIP
• Guidance Note – Informal and Formal Procedures
• Guidance Note – Disability
Attendance
UK

Scope
This policy and related procedures apply to all employees of the Company based in the UK and replace all pre-existing Attendance policies and procedures.
This policy and procedure, with the exception of sick pay entitlement, does not form part of the contract of employment.

Purpose
The Company is committed to a working environment in which all employees are supported in maintaining full attendance at work.
The purpose of this policy is to inform all employees of the Company’s approach to sickness absence and to set out the procedures (Persistent Intermittent Absence “PIA” and Long Term Absence “LTA”) that should be followed.

Roles and Responsibilities
It is the responsibility of all Line managers, employees and companions to ensure that they fully understand and comply with the policy and procedures.
It is the responsibility of the Line Manager:

• To deal with absence in a fair and consistent way, in line with the procedures outlined in this policy.
• To conduct a Return to Work discussion with employees after all episodes of sickness (including those of 1 day) confirming the dates and reason for absence.
  (N.B. this helps to demonstrate that attendance is managed and can also serve as the ‘Self-Certification’ process for absences of less than 7 days. (For further detail on what to cover, see the template in the checklist: My employee has called in sick (see link in Policy Summary)
• To seek advice and arrange support such as referral to the Occupational Health, as appropriate.
  Upon notification of an employee’s sickness absence, record all absences in line with the checklist: My employee has called in sick (see link in Policy Summary)
• To arrange attendance reviews with the employee where appropriate.
• To involve the appropriate HR Specialist where absence may become long term or its frequency causes business impact.
It is the responsibility of the **employee**:

- **Notification**
  To notify their Line Manager or nominated deputy before their normal start time on the first day that they are unable to work due to sickness. It is not acceptable to leave a message with a colleague or on voicemail.
  
The following details should be provided:
  
  - The nature of the illness or injury
  - The expected length of absence from work
  - The employee’s contact details during their absence
  - Details of any outstanding or urgent work that requires attention

- **Contact**
  To keep in regular contact with their Line Manager, in particular, when sickness absence is likely to be longer than one week. Their Line Manager may agree to do this over the telephone, in writing or by pre-arranged home / site visits. Employees should note that their Line Manager may contact them during periods of absence to enquire after their health and seek an indication of their return date.

- **Co-operation**
  - To co-operate fully in the Occupational Health referral and treatment from appropriate sources. Occupational Health reviews are essential to understand the underlying health problem, to obtain information on the employee’s current prognosis and to assist the employee in achieving full attendance. They also serve to ensure that any necessary adjustments to the employee’s work or work environment are considered.
  
  - To co-operate with Occupational Health and the employee’s immediate Line Manager in considering and agreeing to any necessary adjustment that facilitates a return to work.
  
  - To attend attendance reviews as and when required. These will usually be held monthly if the employee’s absence is long term.

- **Medical Certificates**
  - For sickness absence of up to 7 calendar days, employees must self-certify their absence in line with local practice (*N.B. this need not be a formal document and can be done as part of the Return to Work discussion*)
  
  - Where an employee is absent for seven consecutive days or more (including weekends and public holidays) a medical certificate (*Statement of Fitness for**)
Work”) from a doctor or hospital must be provided, stating that the employee is not fit for work and why. This should be sent to the employee’s Line Manager within 48 hours of issue.

- If a doctor provides a certificate stating that an employee "may be fit for work", the employee should inform their Line Manager immediately. The Company will discuss with the employee any adjustments that may facilitate their return to work, taking account of the doctor's advice. This may take place at a return to work meeting. If these adjustments are not practical, the employee will remain on sick leave and the Company will set a date to review the situation.

- Should an employee not return to work on the expiry of the certificate then further certificates must be supplied without delay to cover the entire period of the absence.

- Provided the employee follows the procedure set out above and the Company is satisfied that the absence is due to sickness or injury, the employee will be entitled to sick pay in accordance with Appendix 1.

- Self-certification information and Medical Certificates are used to authorise sick pay and delayed receipt of these documents may result in delayed payments.

- Absence that has not been notified in accordance with the absence reporting procedure may be treated as unauthorised absence. Cases of unauthorised absence will be dealt with under the Company’s Discipline Policy.

**Standards**

**General Principles**

- Accurate sickness absence records are important to enable the Company to identify patterns of sickness and work-related health problems.

- Employees who are absent through sickness will be treated fairly and every effort will be made to assist their recovery. The aim of this policy is to ensure a consistent approach whilst taking into account the individual features of each case.

- Absences for pregnancy-related reasons will be discounted for the purposes of managing persistent and long-term absence.

- The Company recognises that employees with disabilities may require more time away from work than others and may take this into account when monitoring attendance levels. For further information please see Guidance Note – Disability (see link in Policy Summary).

- If the employee is absent immediately before or after a holiday, they will be required to provide a medical certificate from a doctor or hospital to their Line Manager, regardless of the duration of the absence. In normal circumstances, AstraZeneca will cover any cost incurred in obtaining a medical certificate (this is at the Company’s discretion).

- Unauthorised absence e.g. lateness, leaving site without permission or failure to notify / certify absence will be dealt with via the Discipline Policy.
• Claims for sickness absence are appropriate for personal sickness only. Absence due to family members’ sickness / domestic problems should be managed via flexible working or Time Off for Dependents Leave.

• The employee should understand that voluntary treatments are not considered to be sickness and therefore, any time taken off for these treatments should be taken from other leave entitlements. For example, surgery for purely cosmetic reasons would be considered a voluntary treatment in most circumstances.

Sanctions

Any failure to comply with this policy or the associated standards will be fully investigated and appropriate action taken.

Formal sanctions (‘Improvement Letters’) may be issued under the PIA procedure.

Termination of employment is a potential outcome under the PIA and LTA procedures.

Appeal

An employee can raise an appeal against any formal sanction applied under the PIA or LTA procedures within 5 working days of written confirmation of the decision, by following the steps outlined under in the Guidance Note – Informal and Formal Procedures (see link in Policy Summary)

Procedures

There are two Attendance Management procedures to be used as appropriate:

1. PERSISTENT INTERMITTENT ABSENCE (“PIA”)

2. LONG TERM ABSENCE (“LTA”)

1. PERSISTENT INTERMITTENT ABSENCE (“PIA”)

The primary aim of this is to support and assist the employee in maintaining an acceptable level of attendance. A combination of shorter and long-term absence can be managed within this procedure. Before a formal sanction is issued, the Company will consider the amount of absence, available medical information and whether reasonable adjustments are appropriate and possible.

Practical support can be found in the Checklist: My employee’s sickness record is causing me concern (PIA) (link in Policy Summary).
Absence Triggers:
Levels, frequency and/or patterns of absence that cause concern should be managed via the PIA. The following are examples that should trigger consideration of informal or formal action as appropriate:

<table>
<thead>
<tr>
<th>Informal</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bradford Score* of 200 (* no. of occasions x no. of occasions x total no. of days)</td>
<td>2 occasions in 12 weeks</td>
</tr>
<tr>
<td></td>
<td>4 occasions in 12 months</td>
</tr>
<tr>
<td></td>
<td>Where a pattern is emerging, e.g. 4 Mondays in last 3 months or absences regularly coinciding with school holidays</td>
</tr>
<tr>
<td></td>
<td>Repeated long-term absences or long-term absence preceded or followed by periods of short-term absence.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Formal</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Since the last Informal Guidance or Improvement Letter…</td>
<td>Any of the above</td>
</tr>
<tr>
<td></td>
<td>Absence greater than 3% of annual contracted hours (8 standard working days)</td>
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</tbody>
</table>

INFORMAL PROCEDURE – Informal Guidance
Where an employee’s attendance is unsatisfactory (e.g. a PIA trigger has been reached) Line Managers should address these concerns via Informal Guidance in the first instance. If there is no or insufficient improvement in attendance following the above then a Formal Attendance Review should be arranged.

FORMAL PROCEDURE - Formal Attendance Review
If Informal Guidance fails to assist the employee in improving their attendance, a Formal Review will be arranged.
Where appropriate, advice from Occupational Health will be sought prior to the meeting taking place.
At the meeting the Line Manager will explain why the level of attendance is unacceptable and confirm the standard required.
The employee should share with the Line Manager any relevant information and together they should explore options available including necessary adjustments that will help and support the employee to reach the required standards.
At the end of the meeting, the Line Manager may decide to issue an appropriate sanction (‘Improvement Letter’) up to and including dismissal which will be confirmed in writing. (See ‘Sanctions’ below).

Sanctions

- **Improvement Letters**
  
  These will be kept on the employee’s file and be valid for a period determined by the appropriate Manager (level of authority is set out in the Guidance Note – Informal and Formal Procedures – link in Policy Summary). However, the period will depend upon a number of factors e.g. previous attendance history.

  - **First Improvement Letter** *(usually 6 months)*
    Where an Improvement Letter is issued, this will explain the expectations and any support the Company may provide outlining an appropriate review period. The letter will also clarify the potential consequences of the employee not meeting the required standards.

  - **Final Improvement Letter** *(usually 12 months)*
    As above

- **Dismissal**
  
  If the decision to dismiss is taken this will take place immediately and the employee will be paid in lieu of notice. The dismissal will be confirmed in writing, giving reasons for the decision and confirming the date of termination.

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2. LONG TERM ABSENCE ("LTA")

This is defined as an absence due to sickness for a substantial period (usually 4 weeks or more). This may be one period of continuous absence or may be accumulated periods within a rolling 12 months.

During a period of LTA the employee will be required to attend regular reviews to discuss diagnosis and prognosis to determine likely return to work timescales.

Where no return to work within a reasonable period is possible, the Manager will consider the latest medical information and possible outcomes at the Final Formal Attendance Review. In some cases, this will include termination of employment.

Please see the checklist My employee has been off sick for over 4 weeks (LTA) for practical support *(link in Policy Summary).*
INFORMAL PROCEDURE

Contact
The Line Manager will discuss the frequency and nature of contact, usually weekly. This can be face to face or over the telephone. Where work place stress has been cited, advice should be sought from Occupational Health as soon as possible.

Informal Attendance Review *(4 weeks onwards)*
The Line Manager should seek Occupational Health advice and if appropriate arrange a review by submitting an OH Referral Form. A report will be produced for the Line Manager, which will also advise on the requirement and frequency of any further reviews by Occupational Health.

Line Manager conducts Attendance Review to identify likely duration of the absence and the support necessary to help the individual return to work.

FORMAL PROCEDURE

- **First Formal Attendance Review *(usually around 16 weeks)*
  Line Manager to arrange a review to discuss the employee’s current situation and explore if Group Income Protection (“GIP”) / Failure of Health (“FOH”) is an option. If the employee is eligible for GIP, the Line Manager will instigate the process as set out in Appendix 2 and the checklist: *My employee has been off sick for over 12 weeks and is eligible for GIP* (see link in Policy Summary)

- **Second Formal Attendance Review *(usually around 24 weeks)*
  The Line Manager will meet with the employee to review the latest medical information / prognosis. The Line Manager will confirm this in writing.
  - If eligible for GIP – update on the progress of the claim
  - If not eligible for GIP or claim refused - should the review indicate that the employee is not capable of returning to work within a reasonable period they will be advised that they may be dismissed, usually on the grounds of capability following 28 weeks continuous or accumulated absence.

- **Final Formal Attendance Review *(usually around 28 weeks)*
  The employee may supply further information prior to this review. The Second Line Manager (or more senior manager) will meet with the employee to review with them the latest medical information / prognosis. HR must be present if dismissal is a potential outcome of the meeting.
If eligible for GIP - if the claim is accepted, this will be communicated to the employee. The decision to permanently replace the employee in their role may be considered and communicated to them at this time.

If not eligible for GIP or claim refused - the meeting will be chaired by a more Senior Manager and Occupational Health will usually be consulted in advance of the meeting.

Unless there are exceptional circumstances, if the employee is not capable of returning to work within a reasonable period and all reasonable options have been considered, the decision to dismiss will be communicated and confirmed in writing.

- Exceptional Cases

At the company’s discretion, in some cases it may be possible to postpone the decision to terminate the employee’s employment where:

- The employee is terminally ill
- The Company is awaiting the latest medical information
- A known date of return is imminent and it is reasonable to expect a successful return to work
- Where the absence is due to a disability

The Company does not extend sick pay beyond 28 weeks of absence. However, in exceptional circumstances where an employee is terminally ill, the company will consider extending pay. Such extensions of pay will be managed on a case by case basis.

Key Contact

For additional queries on this policy, please see the documents linked in the Policy Summary, the FAQs on the My HR Portal or contact the My HR Advisory Team on 01625 51900/extension 29000, option 1.

If you have an individual PIA or LTA case upon which you need further HR support over and above the material under ‘reference’ in the Policy Summary above, please contact the My HR Advisory Team on 01625 51900/extension 29000 and select Option 1 followed by Option 3.

Ownership and Accountability

Document Owner: UK Employee Relations Director.

Subject Matter Experts: UK Employee Relations, Legal.

Approval Date: 1st September 2012

Updated: 9 August 2016
APPENDIX 1: Payment for Sickness Absence

Principles:

- Company sick pay is contractual.
- Payment will include any entitlement to Statutory Sick Pay (SSP) that is paid by the Company, as well as any ongoing contractual allowances. It will not include any overtime, unless there is a contractual right to overtime. The daily rate of SSP is calculated on a 7-day week.
- The employee must have commenced employment to be eligible for payment i.e. if they become sick before their start date they will not be eligible for payment.
- The employee sickness benefit entitlement will be calculated in accordance with the appropriate tables below. Any entitlement already taken in the current year will be deducted from the total entitlement due in that year. If the employee is absent on a qualifying service anniversary they will be expected to return to full and effective employment for a minimum of 4 weeks (following the completion of any rehabilitation programme) before being eligible to receive any further sick pay that they would have become entitled to by virtue of their length of service.
- Where Company sick pay benefit has been exhausted the employee must return to work to full and effective employment for a minimum of 3 months (following the completion of any rehabilitation programme) in order to qualify for any new entitlement in the next calendar year.

Withdrawal of Payment

- If the Company believes the sickness claim is not genuine, this will be dealt with within the Discipline Policy and if appropriate, payment for all or part of the absence will be withdrawn.
- Where the employee has not followed the correct notification / certification procedure without adequate reason, payment will not usually be made for this absence.

Third Party Accidents

Where the employee’s sickness is the result of an accident caused by a third party, they are expected to notify the Company of the circumstances and to make every effort to recover damages from the third party. If required by the Company, the employee must refund to the Company that part of the damages recovered in respect of sickness benefit.
Entitlement:

A. UK AstraZeneca Employees (excluding UKMC)

<table>
<thead>
<tr>
<th>Qualifying Service</th>
<th>Entitlement to sickness payment in each calendar year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 6 months service</td>
<td>6 weeks full pay</td>
</tr>
<tr>
<td>6 months but less than 2 years</td>
<td>8 weeks full pay</td>
</tr>
<tr>
<td>2 years or more</td>
<td>28 weeks full pay</td>
</tr>
</tbody>
</table>

Absences will be managed on a rolling 12-month basis which means that a) the employee may be dismissed for a sickness absence reason; or b) GIP benefit may commence; even though they have not exhausted their entitlement to Company sick pay in the calendar year.

B. UKMC Employees

<table>
<thead>
<tr>
<th>Qualifying Service</th>
<th>Entitlement to sickness payment in rolling 12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>During probationary period</td>
<td>1 week full pay</td>
</tr>
<tr>
<td>Upon successful completion of probationary period, up to 12 months</td>
<td>4 weeks full pay</td>
</tr>
<tr>
<td>Over 12 and up to including 24 months</td>
<td>8 weeks full pay</td>
</tr>
<tr>
<td>Over 2 and up to and including 5 years</td>
<td>14 weeks full pay</td>
</tr>
<tr>
<td>Over 5 years</td>
<td>28 weeks full pay</td>
</tr>
</tbody>
</table>

Please note that payment of CSP will include your Statutory Sick Pay (SSP) and any ongoing contractual allowances, but not overtime.
APPENDIX 2: Group Income Protection ("GIP")

The employee is eligible to be considered for GIP if:

- They were employed before 1st July 2010 and are not an active member of the AstraZeneca Pension Fund (excluding the Astra Retirement Account section).

- They were employed on or after 1st July 2010.

GIP provides an income if the employee is unable to return to work following 28 weeks absence, provided they meet the criteria of the scheme, as assessed by the Company’s insurance provider. The employee’s eligibility will be reviewed regularly and benefit may continue until normal retirement age (for employees starting before 1st July 2010) and for up to 5 years (for employees starting on/after 1st July 2010) providing the criteria are still met.

If the employee is eligible for GIP they may, with support from Occupational Health and the Line Manager, apply to the Insurance Provider (Generali) usually after 16 weeks absence.

If the employee is not eligible for GIP or the claim is not accepted, then a possible outcome is dismissal, in line with the LTA procedure.

If the insurer accepts the claim, following 28 weeks absence the employee will receive the appropriate insurance payment. This will be paid in accordance with the terms of the GIP agreement, until they are fit to return to work or cover ceases. This is subject to the Company’s right to terminate for non-sickness related reasons e.g. gross misconduct.

The employee should note that whilst on GIP, their role is likely to be filled on a permanent basis due to the indefinite nature of their absence. If this is the case, they will no longer have a role to return to. If the employee is then fit to return to work at a later date, they will be offered a period of redeployment, but if it is not possible to find another suitable job for them, their contract of employment may be terminated. This would not constitute redundancy and the employee would not therefore be entitled to a contractual redundancy payment.

If the employee’s role is not permanently replaced and becomes subject to redundancy during their absence, the approach will depend on the timing of the redundancy in relation to the GIP claim:

- If displacement occurs prior to 28 weeks’ sickness (i.e. before the claim begins) then displacement/notice will take effect in line with the change plan (the employee may be paid GIP during the displacement/notice period if this exceeds 28 weeks’ sickness).

- If the redundancy situation arises once the claim has begun and there is a foreseeable and imminent return to work expected (e.g. during the displacement/notice period), then the displacement/notice will take effect in line with the change plan and the employee
will be paid GIP (if they remain absent) or salary (if they return to work) as applicable during the displacement/notice period.

- If the redundancy situation arises once the claim has begun and there is no foreseeable return to work, the employee will be given the option to leave on redundancy terms (in which case they will no longer be an employee and their benefit will cease) or to retain their benefit but give up their right to their original role (in which case, on return to work, the employee would be in the same position as if their role had been permanently filled – see above).

If the employee ceases to be eligible for GIP, they are able to return to work and their role still exists, they will be placed back in their old role.

If the employee ceases to be eligible for GIP and they are unable to return to work, their contract of employment will be terminated. In such circumstances, the Company should first consider whether reasonable adjustments are appropriate (and possible) to facilitate the employee’s return to work. An Occupational Health referral may be appropriate to assist in this regard.

The Line Manager will remain in contact with the employee and the insurer to ensure that the employee’s claim remains valid and to consider return to work opportunities should their benefit cease.
APPENDIX 3: Failure of Health (“FOH”)

The employee is eligible to be considered for FOH if they are an active member of the AstraZeneca Pension Fund, including the Astra Retirement Account section.

If the employee is eligible for and meets the FOH / ill health criteria at any time during their absence they will be recommended for an immediate FOH pension subject to the arrangements detailed within the pension plan and the rules of the scheme. The Occupational Physician will be responsible for making the decision and will make the recommendation regarding the employee’s eligibility to the Pensions Trustees.

APPENDIX 4: Holidays and Sickness

The employee may wish to go on annual leave while on sickness absence. This is permissible only with the Line Manager’s agreement in advance of the employee taking the holiday. Where a medical practitioner confirms this would aid recovery, the request will usually be granted. It is the employee’s responsibility to get written confirmation from their GP/Specialist and open up the discussion with their Line Manager.

The employee will continue to accrue holiday, including bank holidays during the period of their absence. If the employee has selected to purchase additional holidays under AZ Advantage they will continue to pay for these holidays.

Upon return to work the employee should discuss with their Line Manager if holidays are to be carried over or paid out. If the employee is unable to return to work and their employment ceases they will receive payment in lieu of their outstanding holiday entitlement.

Reclaiming Holiday Entitlement

The employee may claim sickness benefit and reclaim accrued annual holiday entitlement where personal sickness has had a seriously detrimental impact on their holiday, provided the employee’s sickness has been notified to their Line Manager on the first day of the sickness. A Line Manager may ask for evidence of the sickness and so if it is possible to obtain a medical certificate during the sickness, an employee should do this.

For the purpose of attendance management, Accumulated Days Off (“ADO”) will be treated in the same way as annual leave.