



DANIEL THWAITES



WE ARE DANIEL THWAITES



TEAM MEMBER HANDBOOK

Welcome to Daniel Thwaites, welcome to our family

Welcome to our family business. You are joining an amazing, diverse and successful company which has been built up over more than 200 years, a company that we hope that you will be proud to be a part of.

The Company has a rich heritage and it is our job to do our best to respect the efforts of those that have gone before us and leave things a little bit better than we have found them, more able to respond to the future and continue to be successful.

Great hospitality is at the heart of the business and it our job to help people wherever they touch our business, in our brewery, pubs, inns, hotels or spas to have a great experience wherever they come across us. Our purpose is to make people feel at ease, happy that they have entrusted their time and money to us.

The most important part in achieving that is the role that our teams play throughout the business and we are delighted that you have chosen to be part of that. Without our people, we would be nothing and we are committed to doing our level best to make sure that your time with us is enjoyable, rewarding and fulfilling.

In part because we are a family business, we will go out of our way to welcome, help and support you in understanding how we do things around here and our policies and procedures; this handbook will give you a great starting point. We will do all that we can to help you to settle in quickly.

We are generally a friendly bunch, so please do not be shy in asking any questions. We will do our very best to answer them and if one of us does not know the answer we will know someone who does.

Welcome to our family

Using this handbook

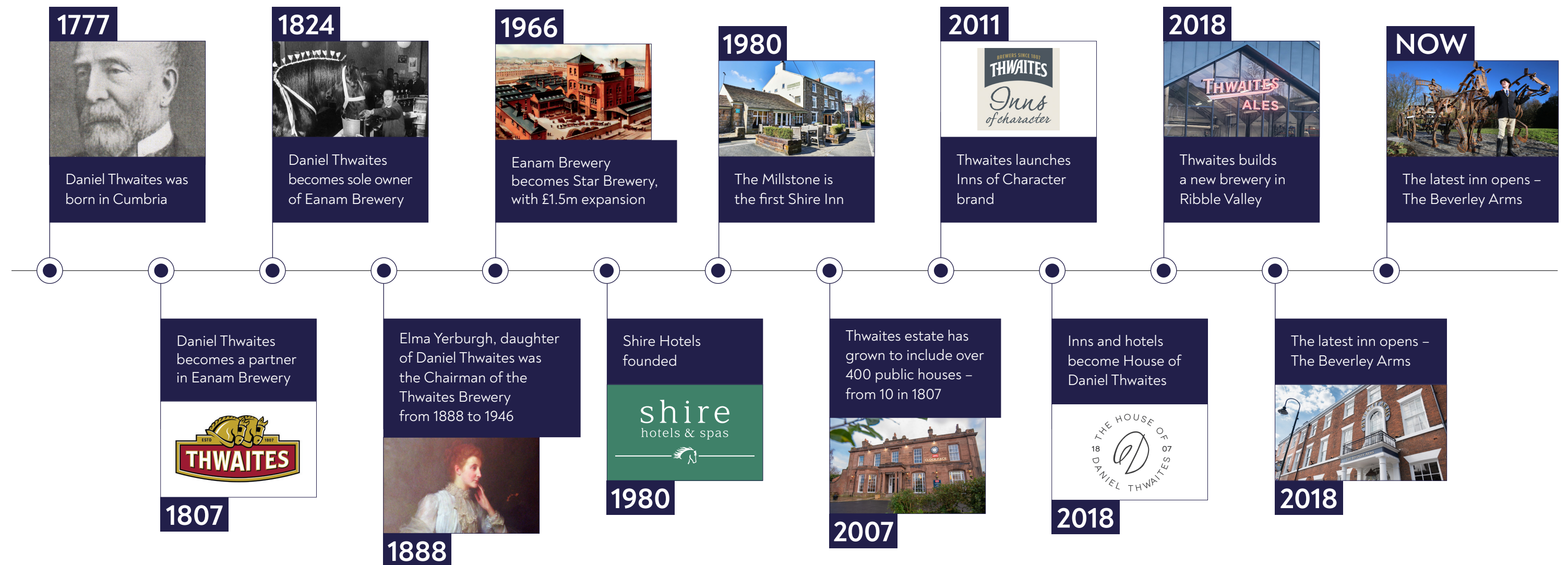
This handbook will give you an overview of life at Daniel Thwaites and explain the key policies and procedures that are in place across the business. So, please grab a tea/coffee and spend a little bit of time reading this handbook, so you can be one step forward to becoming one of our brilliant team members.

Contents page

Our History	5	Your Wellbeing	16-17
Our Team Purpose	6	Other Policies	18
How we want our customers to think of us	7	Health & Safety	19-20
Terms and conditions	8-9	Security	21
Breaks	10	Social Media	22
Holidays	11-12	Discipline and Grievance	23
Your Rewards	13	Leaving Daniel Thwaites	24
Your Development	14	This Handbook	25
Keeping you up to Date	15	Good Luck	26

Our History

Daniel Thwaites has been providing warm hospitality for over 210 years and are very proud to say we are still a family owned company.



Our Team Purpose

At Daniel Thwaites, our history and heritage, craftsmanship and tradition go hand in hand and bring together our real family hospitality. We want to make people feel at ease, this is our company purpose. It's all about our amazing and talented team members welcoming guests in to our properties and giving them an extra special, authentic and genuine experience. We want our team members to be the best they can be so that through their skill, commitment and passion for doing what they do best, they deliver amazing experiences for all our guests.

And key in enabling us to deliver what our guests want are our principles which have stood the test of time. These provide the framework and culture for us to continue to be successful whilst not forgetting what makes us, us.

Our principles

EYE FOR QUALITY

INNOVATION

CRAFTSMANSHIP

WARM HOSPITALITY

How we want our customers to think of us

In a world that's changing faster than ever, it's comforting that some things withstand the passage of time. It is over two centuries since Daniel Thwaites set out from his family's Lake District farm to make a new life for himself, and the rest they say, is history.

Daniel built up his brewery based on strong family principles – an eye for quality and a generous blend of innovation, craftsmanship and warm hospitality.

Who would have believed, six generations later, that his family would proudly continue the journey Daniel started and remain faithful to his principles – still striving for brewing perfection, now with our warm hospitality extending to a growing collection of pubs, inns, hotels and spas.

Today, we are passionate about our traditional values but time certainly hasn't stood still. We are always looking to adapt to a changing world and for ways to improve to ensure we give you an experience that's second to none.

Above all, we know that with Thwaites, from our broad family of craft brewers in Lancashire, to our shire horses, still pulling their traditional drays, to our team members in properties up and down Britain, no matter where you choose to visit us, you will always be guaranteed a warm welcome from a friendly face.

Terms and conditions

You will have signed and returned by now your terms and conditions of employment where you will find full details of:

- Information about your probationary period
- Working Time Regulations
- Pay review dates
- References
- Rate of pay
- Sick pay
- Notice period

Now for the technical stuff!

At Daniel Thwaites we use a system called Fourth. You will shortly be given access to the Fourth App (watch out for the email) and shown how to use it. Here you will be able to view your rota, request holiday, update your personal details (e.g. contact details) and view your payslips, P60 and P45 which are password protected (your password is your date of birth ddmmyyyy).

- Every 4 weeks if you are an hourly paid member of the team, your property Manager will have a copy of the schedule
- The last Thursday of the month if you are a salaried member of the team

You will be able to view your payslip via the Fourth App, normally 2-3 days prior to your pay date. In order to ensure that you get paid accurately you should ensure that you ALWAYS clock in and out for every shift (your manager will show you how).

Terms and conditions – continued

Uniform/dress code

Making a great impression on our guests, customers and suppliers count, we pride ourselves on showing the fantastic standards that we have and that includes how we all present ourselves.

If you work in one of our hotels, inns or managed houses you may be issued with a uniform for your working hours which should be kept in a clean, neat and tidy condition. We will replace uniforms as necessary due to normal wear and tear.

For everyone else we ask that you come to work ready and dressed for the day ahead, whether that be working in head office, meeting a supplier or running a team.

How do I know when I will be working?

Typically, you will receive a minimum of one week's rota in advance. From time to time these may change to accommodate the needs of the business any changes will be notified by your Manager.



Breaks

It's important to break away from the day, rejuvenate and refresh yourself! Breaks will be allocated according to the length of the day and your Manager will let you know when breaks can be taken. All breaks are unpaid.

Smoking

Smoking is only permitted in designated areas outside of our properties during your breaks. Smoking in areas will be treated as gross misconduct and subject to disciplinary action, this also includes the use of e-cigarettes.



Holidays

Taking time out is something we all look forward to. Your annual holiday entitlement will be stated in your contract of employment and booking procedures will be advised as part of your induction.

Given the nature of the business, bank/public holidays and Christmas are typically one of our busiest times so, we may ask you not to take holiday during this time.

Our holiday year runs from 1st April to the 31st March. You will accrue annual holiday from your first day of employment on a pro rata basis. Where team members work a variety of days and hours, holiday allowance will change on a pro rata basis. Your holiday allowance will be shown and updated on your Fourth App account. All holidays are to be authorised by your Manager before you make any travel or accommodation bookings.

What happens if I leave Daniel Thwaites during the holiday year?

We recognise team members may want to leave the business. Your Manager will let you know how much holiday you are eligible to take. If you have taken fewer holidays than you have earned you will be paid for the number of days you have not taken. If you have taken more holiday than you have earned, you will owe the Company an amount of money equal to those extra days and this will be deducted from your final pay.

What if I need to change my holiday date?

We understand that plans can change. In this case, please speak to your Manager at the earliest opportunity and they will try and find a solution with you.

Holidays – continued

What if I do not take all my holiday in the holiday year?

We encourage all team members to take their annual leave within the holiday year. The rest and holiday are so important for you to feel energised both in and outside of work. However, we do operate a “use it or lose it” policy. Holidays cannot be carried over into the following year.



Your Rewards

We really want you to enjoy some brilliant benefits and feel a part of the Daniel Thwaites family from day one. We hope the range of amazing benefits which we offer will excite and delight you!

Please refer to the Daniel Thwaites Hub for full details.

Your Development

We want you to enjoy your job and contribute to our successful family business. Our success is defined by our ability to apply the human touch across our company and deliver amazing experiences for others. Learning, growing and developing in your role will help to promote further skill/knowledge and the right behaviours to be the best you can be, whether this be learning on the job, coaching and feedback from your manager, e-learning and training, we have a wide variety of internal training options available.

Your Manager will regularly discuss your ongoing development in a meeting we like to call an ELMA review. Talking is the starting point of your ELMA. We will talk about the contribution that you make to the business, how things are going and agree your goals for the future.

Keeping you up to Date

There are so many ways in which you can keep up to date with what's happening in the business. Here are some of the key ones.

WORKPLACE	You will be invited to join Workplace (Facebook for work) where you can keep up to date with what is going on within your property and across the organisation.
TEAM MEETINGS	Your Manager will plan regular meetings to inform and gain feedback as well as to deliver training.
BRIEFINGS	A face to face communication updating you on the key focus and any relevant information.
NOTICE BOARDS	Statutory information and health & safety news, company news, social activities. Please pop along to your notice board and have a read to keep up to date.
ONE TO ONE	This can be a quick catch up or a meeting with your manager where feedback can be shared and support offered to you.
SURVEYS	These are carried out periodically, it is an opportunity for you to give feedback on a number of areas in relation to your work and role which help us understand how everyone feels about working at Daniel Thwaites. The results once analysed are communicated across the business to enable action plans to focus on improvement as well as maximising our strengths.

Your Wellbeing

We care about your wellbeing, there are a number of things that we offer to support this including:

- Wagestream is a free App that lets you access a percentage of your money as you earn it
- 24/7 counselling helpline
- Thrive wellbeing App
- Use of our hotel property gyms
- Complimentary tea, coffee and cordial on shift
- Company mental health first aiders

We know that poor wellbeing can affect people in different ways. It may make you feel unable to cope for a variety of reasons both in and out of work.

If you are feeling unable to cope for whatever reason, we would encourage anyone to discuss this confidentially with a member

of management to identify any potential areas of support that we can provide, or contact our free Healthshield confidential help line on 0800 0281963 for 24/7 counselling and support for matters concerning Health, legal, wellbeing, finance and family advice.

Healthshield is our chosen external provider who will not share your personal information with Daniel Thwaites.

Supporting your attendance

Where necessary, to gain a full understanding of your situation and to help us assist in the best way possible the Company may need to contact your GP or refer you to our Occupational Health Provider where your absence needs to be supported.

If you have any medical conditions which may affect your work please notify your *Manager* as soon as possible, so that in the event of a problem occurring the manager will be better able to assist.

Your Wellbeing – continued

What if I can't come to work?

As soon as you know you cannot come to work and at least 2 hours before your working day starts, please phone your Manager or the Duty Manager. We ask that you personally call your manager, unless circumstances make this unreasonable for you to do so (e.g. you are in hospital). If your illness is likely to last for 2 or more days, please contact your manager on a regular basis to update them of your condition and likely date for return.

Please refer to the Sickness Absence policy on the Daniel Thwaites Hub for more details.

Other reasons for time off

We understand that emergencies happen and we will try where possible to accommodate requests for time off to look after sick children, close relatives or home emergencies.

Your Manager may be able to offer options such as shift swapping or unpaid leave. If you continue to require time off for domestic reasons, your Manager will discuss the situation with you and may look to consider a more permanent option. If you require time off for any other reason, you should give your Manager as much notice as possible to try and accommodate your request.

When you return to work

On return to work from an absence you will be required to complete a Return-to-Work meeting with your Manager. The return to work meeting is a way for us to understand what the reason for the absence was and where necessary identify any additional support which may be required.

Other Policies

You may receive news of a new arrival to your family during your career with Daniel Thwaites! And to support you we have the following policies.

Maternity Leave

To support you further at this exciting time, we provide you with enhanced maternity pay (CMP) payable for the first 12 weeks for team members who qualify for Statutory Maternity Pay (SMP). The amount of enhanced maternity pay is the difference between SMP and the team member's normal pay. SMP is treated as earnings and is therefore subject to PAYE and national insurance deductions.

Paternity Leave

To support you further, we provide you with enhanced paternity pay (CPP) . Payable for the first week for team members who qualify for statutory paternity pay (SPP). The amount of enhance paternity pay is the difference between SPP and the team members normal pay. SPP is treated as earnings and is therefore subject to PAYE and National Insurance deductions.

MATERNITY LEAVE AND PAY

SHARED PARENTAL LEAVE

PATERNITY LEAVE AND
PATERNITY PAY

ADOPTION LEAVE AND PAY

PARENTAL LEAVE

Full details of all these policies can be found on the Hub.

Health & Safety

Daniel Thwaites are committed to providing a safe and healthy environment for our teams, guests and visitors. During your first 4 weeks you will be asked to complete online Health & Safety training to ensure that we:

- Understand our responsibilities
- Follow company agreed Health & Safety measures where Personal Protective Equipment is concerned.
- Identify risks at work and put into place safe ways of working
- Review and learn from incidents when they occur

Please make time to read our Health & Safety policy which is located on the property notice board. This describes:

- What good looks like
- Who helps us to work safely
- Our Health & Safety arrangements

Under the Health & Safety at work act (1974) you are required to:

- Work safely and follow the training you have been given
- Report any Health & Safety concerns to your Manager
- Take reasonable care for your health and safety and others who may be affected by your actions.

First Aid

Each of our properties have a number of trained first aiders. Names and departmental locations of First aiders are listed on the notice boards, ask your buddy or manager to point out where these are located.

Health & Safety – continued

Fire Procedures

You will receive training on the fire procedure of your property. The fire procedure can be found on the notice board.

Always remember:

- Location of fire alarms and exits
- Never block the fire exits or the routes leading to them
- Raise the alarm by breaking the glass on the nearest alarm point
- Leave by the nearest exit
- Do not put yourself or others at risk

Alcohol and Drugs

Drinking alcohol or using unprescribed drugs/controlled substances is not allowed on company premises. If you are found with, or have been using these substances during working hours, or coming to work under the influence, it may lead to disciplinary action and may result in your termination of your employment. We may carry out drug and alcohol testing from time to time.

An Inclusive Culture

We want to continue to create a culture of support and harmony for everyone, safe environments where team members can express their views, be listened to, be themselves and work together to support one another. Any type of bullying, harassment, discrimination or victimisation will not be tolerated.

Security

In order to protect our teams, guests, premises and stock a number of security measures are in place:

- CCTV
- Security checks
- Alarm systems

Should you be required to operate any of these, full training will be given.



Social Media

Every day people talk about Daniel Thwaites online. As a team member you are already part of that conversation and an ambassador for the business, whether at work or as part of the community. You may also be using social media sites like Facebook, Twitter and LinkedIn to keep in touch with family and friends or team members – you may be doing this through text, audio, video & imaging.

We recognise the benefits of taking part in social networks and online communities and encourage the team to get involved. If you are using social media, we advise that you approach this using sound judgement, common sense and professionalism if referring to Daniel Thwaites or your employment. There is a big difference between speaking on behalf of and speaking about Daniel Thwaites.

We have a number of team members in our Social Media team who are trained to speak on behalf of the Company, manage our reputation and our official sites. The social media policy outlines some guidelines that maybe useful. The guidelines apply both in and out of work hours.

See full details of the policy on the Hub.

General Data Protection Regulation (GDPR)

Daniel Thwaites is committed to all aspects of data protection and takes seriously its duties and the duties of its team members. The Company ensures to safeguard any personal information that we keep about you by controlling its use. You also have an obligation to ensure guest data is kept confidential by following Company procedures at all times.

Discipline and Grievance

Our disciplinary, grievance and appeals procedures are designed to help and encourage all team members to achieve and maintain standards of conduct, attendance and job performance, whilst providing them with the confidence that, should they raise a concern, it will be dealt with professionally and in a timely manner. The Company rules and these policies apply to all team members. Their aim is to ensure fair and consistent treatment for everyone across the business.

Full details of these policies can be found on the hub.



Leaving Daniel Thwaites

We will be sorry to see you go but understand that these are the choices you may have to make along the way during your career. If you are leaving Daniel Thwaites you are required to provide the appropriate notice in writing to your manager. The amount of notice you will be required to give is set out in your contract of employment.

To help us understand the reasons you have chosen to leave the business and help us improve the Daniel Thwaites team member experience you may be asked to complete an exit interview.

If we end your employment, where required you will be provided notice in writing, the amount of notice you will be given will be set out in your contract of employment.

Returning Daniel Thwaites property

When leaving Daniel Thwaites, please return the following (where applicable):

- Daniel Thwaites property including any laptops/computers, mobile phone, documents, books, equipment, keys/fobs etc
- Uniform and protective clothing

Factual based references will be provided upon request directly to your new employers.

This Handbook

Full details of all policies referred to in this handbook can be found on the Thwaites Hub which is our intranet. They are in place to protect our team and the business, to ensure fairness and to promote consistency throughout Daniel Thwaites.

Daniel Thwaites reserves the right to review, revise amend or replace the contents of this handbook and policies to ensure they are appropriate for our team members, business and customers. Any changes will be communicated to you through the Company communication channels i.e. by your Manager, Workplace, or via your team notice board), which will supersede details in the handbook.



Good luck

We hope that becoming a part of Daniel Thwaites, be it at one of our amazing properties, or in our support team, will prove to be a great decision for you.

In joining us, you have an opportunity to be part of something special – the ability to help other people to enjoy themselves and remember the great times that they have had in one of our properties – enjoying simple straight forward hospitality – delivered in a friendly manner by teams who are naturally motivated to make other people feel good.

Being welcoming, hospitable, friendly, honest and authentic cannot be learned, they are part of who we are. If we never lose sight of that, as well as the simple truth that going the extra mile will be repaid over and over again with the goodwill that it generates, then we will build on our success, live up to the high standards laid down over generations and be proud to be part of securing the enduring success of the business in the years to come.

Welcome to Daniel Thwaites





DANIEL THWAITES