

# Group Employment Policy

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## Policy statement

SSE's policy is to provide a safe, engaging and inclusive working environment.

## Policy purpose

The purpose of this policy is to create an approach to employment standards, inclusion and diversity, and learning opportunities that fosters a great place to work.

This policy is owned by the Director of Human Resources and is one of a suite of group-level policies that promote a healthy business culture, guide decisions and actions as expected by the company's stakeholders, and make SSE a responsible company that people want to invest in, buy from, work for and partner with.



**John Stewart**  
Director of Human Resources



**Alistair Phillips-Davies**  
Chief Executive Officer



## POLICY PRINCIPLES

The following principles highlight how we expect the policy statement to be achieved, and should be used to guide behaviours, decision making and action:

<p>Employment Standards</p>	<ul style="list-style-type: none"> <li>• All SSE employees and those in SSE's supply chain must be treated, and treat each other, with fairness and respect.</li> <li>• We have clear standards of conduct and procedures for dealing with behaviour or relationships which do not meet those standards or our values.</li> <li>• Our employees live our values of Safety, Service, Efficiency, Sustainability, Excellence and Teamwork.</li> <li>• The dignity of all employees is respected by management and employees and procedures are in place to reinforce this philosophy.</li> <li>• We seek to make SSE a great place to work where all employees are engaged, motivated and proud to be part of our team.</li> <li>• As a responsible employer, we reward our employees fairly and support the Real Living Wage.</li> </ul>
<p>Inclusion and Diversity</p>	<ul style="list-style-type: none"> <li>• SSE strives to create an inclusive workplace and values its employees for the wide range of knowledge and experience they bring.</li> <li>• We drive greater appreciation of all difference by growing self-awareness in our people in order to create a truly inclusive workplace.</li> <li>• We focus on building a balance of skills, knowledge, experience, education and industry backgrounds as well as encouraging the different characteristics that are protected under equality legislation across our workforce and ensuring opportunities are open to all to grow meaningful careers.</li> <li>• We build robust inclusive processes that make sure all employees are supported to join, progress and stay in rewarding roles within SSE, regardless of their difference.</li> <li>• To ensure we are making appropriate progress we set external and internal targets that are monitored and reported to the GEC and Board.</li> </ul>

Learning & Development	<ul style="list-style-type: none"> <li>• SSE is committed to developing employees as an integral part of our strategic planning so that people can perform their jobs effectively and make maximum use of their talents, skills and abilities.</li> <li>• We support our people with re-training opportunities as part of our approach to organisational change. We invest in our employees and future talent because it's the right thing to do and because we are a sustainable business that owns and operates long-term assets.</li> </ul>
Working Differently	<ul style="list-style-type: none"> <li>• At SSE we recognise our employees as individuals with commitments outside of the workplace and enable people to work in a way that is best for them, the company, colleagues and stakeholders, especially our customers.</li> <li>• We support our people by providing;             <ul style="list-style-type: none"> <li>○ a work environment that encourages collaboration, technology that supports agile working.</li> <li>○ working differently guidelines that ensures clarity and consistency on the wide variety of working practice possibilities.</li> </ul> </li> </ul>
Employee Relations	<ul style="list-style-type: none"> <li>• We have mechanisms in place to support respectful and constructive dialogue with our employees and their representatives and value their input.</li> </ul>



## ROLES AND RESPONSIBILITIES

This policy applies to all SSE employees. We also expect employees of third parties and those working on our premises and with our employees to meet the same level of standards as described in our employment standards section.

**Managers** are responsible for making sure that their teams understand and comply with the policy and supporting procedures as well as complete any relevant training. We support our managers to engage with our employees. We set clear objectives and give regular feedback through our Performance Management system.

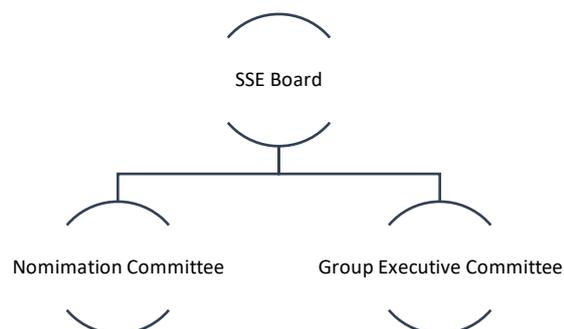
**All employees** must comply with the policy and supporting procedures and complete all relevant training.



## GOVERNANCE

The SSE plc **Board** and Group Executive Committee are responsible for the oversight for this policy including the approval of any changes to the policy.

The **Group Executive Committee** supports the Policy Owner and makes sure that the policy is adhered to through awareness, training and monitoring of policy implementation. Incidents and breaches are reviewed and where appropriate opportunities for improvement are actioned.



## TRAINING

SSE has an Ethics and Compliance eLearning programme for key topics to ensure we are all aware of our responsibilities for doing the right thing. This includes a mandatory Inclusion and Diversity module for all employees every two years. Inclusion and Diversity training is also available for hiring managers.

At SSE we aim to ensure that everyone that works here has the opportunity to develop key skills to perform their jobs effectively and reach their full potential.



## SPEAKING UP

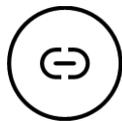
Satisfactory conduct is implicit in each employee's contract of employment. Failure to observe this policy and employee rules represents misconduct and may, following investigation, lead to disciplinary action being taken against the individual in accordance with the Company's Disciplinary Procedure. SSE processes and procedures are designed to ensure that there is consistent and fair treatment of individuals whose conduct falls short of the standards expected and required by the Company and to encourage, as far as possible, a permanent improvement.

The disciplinary procedure is not appropriate for dealing with cases of poor work performance or poor attendance where there is no alleged misconduct. These will be handled separately under the Company's capability or sickness absence procedures.

If you see or hear something that falls short of our expected high standards of ethical conduct and compliance you should be able to discuss it with your manager or a Speak Up Ambassador, but when that is not possible you are encouraged to raise issues with SafeCall through the following channels:

- Phone: 0800 915 1571 (UK) 1800 812 740 (Ireland)
- Email: [sse@safecall.co.uk](mailto:sse@safecall.co.uk)

- [www.safecall.co.uk/report](http://www.safecall.co.uk/report)



## SUPPORTING DOCUMENTS

SSE's guide to ethical business conduct [Doing the Right Thing](#) sets out clearly the behaviours and standards expected of all of our employees.

We have a number of additional documents on the Document Library giving guidance and support to our employees on all aspects of their employment relationship with us.

- [Human Resources](#)
- [Learning and Development](#)
- [Leadership Blueprint](#)

The HR HUB on SSEnet also provides further information.



Comments and feedback on this policy and its application are welcome.

Please contact [Iain.MacDougall@sse.com](mailto:Iain.MacDougall@sse.com)