

Recruitment Pack

TRUSTS & FOUNDATIONS MANAGER

March 2021

Together, for every baby



Welcome from Jane Brewin, CEO

Tommy's



Hi,

Are you someone with a passion to change the world? Do you think it's unacceptable that 1 in 3 families endure the heartbreak of losing a baby? Do you want to save babies' lives and give children the best start in life? If so, you may well fit right in!

There are 250,000+ reasons why Tommy's is important. That's the number of little lives lost through miscarriage, stillbirth and premature birth every year in the UK.

Our mission is to halve this number by 2030, and we're well on our way to achieving this. We're doing so by funding medical research to discover new treatments and implementing best practice around the NHS whilst empowering mums and dads with evidence-based pregnancy information.

For everyone here it's more than just a job. We all truly want the same thing: a world where pregnancy and birth is safe for everyone and babies have the healthy start they deserve. We want to eliminate health inequalities in maternity care both geographically and for those people that are most at risk of a poor outcomes including ethnic minority groups, people with underlying medical conditions and the most socially disadvantaged in our society.

Tommy's is a medium sized charity but we think and deliver big! We are focused and professional in meeting our goals, but it's important to me that everyone maintains a healthy work-life balance and feels well looked after.

But don't just take my word for it. In our annual staff survey (completed by 88% of employees In 2019) 85% or more of our people say their director provides good leadership, their department operates with integrity, the facilities meet their needs, and their line manager recognises when they do a good job.

I hope you will consider applying and joining the Tommy's family.

A handwritten signature in blue ink that reads "Jane".

Jane Brewin, CEO

A bit about Tommy's

Tommy's was founded in 1992 ago by two obstetricians at St Thomas' Hospital, frustrated that they couldn't answer that simple question asked by too many parents: 'Why did my baby die?'

Tommy's has since grown to become the largest charity funding research into the causes of miscarriage, stillbirth and pre-term birth. We fund five Tommy's Centres around the UK, where some of the World's leading scientists and clinicians in this field are making breakthroughs that are changing outcomes for families everywhere. Care and outcomes vary widely around the NHS and we are determined to close these inequalities, so everyone receives the same great evidence based care and outcomes are equally good for all ethnic groups and for everyone regardless of their wealth and geographic location.

We also know that it's important to empower parents with accurate, up-to-date, compelling pregnancy information. This is why we now deliver a comprehensive, multi-channel pregnancy information service, called the Tommy's Pregnancy Hub which is delivered by midwives and accredited by the highest information standards. Go to tommys.org and Tommy's Midwives on Facebook to check this out.

Mission and impacts

Our mission is to halve the number of babies that die in pregnancy or birth by 2030, and to reduce the number of babies born prematurely. We believe we've got the formula right for achieving this, because of the positive impact we've had to date:

50%

Stillbirth rates have halved in the UK since 2000



We can now spot who is at risk and we have pioneered predictive tests and treatments to improve outcomes

90%

of women attending a Tommy's pre-term birth clinic take home a full-term, healthy baby

100%

of parents attending a specialist Tommy's clinic for parents who've experienced stillbirth take home a healthy baby



Our pregnancy information services reach 70% of all pregnant women



Our campaigns are reaching millions and prompting behaviour change that is saving lives



Tools and guidelines created by Tommy's have been taken up by the NHS and midwives UK-wide

Future plans

Our two biggest strategic objectives are:

- To select a new Tommy's national research centre which will focus on preterm birth and diabetes and bring the UK's experts together to drive faster progress to improve pregnancy outcomes
- To build capacity and expertise in clinical research by investing in higher-value fellowships in order to answer the biggest questions in obstetric care
- To reach 100% of all pregnant women with our information services

What's more, we want to reach more dads and partners, tackle pre-conception health, drive more behavioural change campaigns, and so much more!



Benefits of working here

An overview of the full range of contractual and non-contractual benefits Tommy's employees can get.

- **25 days' paid holiday**, increasing by 1 day a year up to 30 days after you have been with us for five years. Paid bank and public holidays on top
- **Buy up to five extra days of holiday**, and spread the cost over the whole calendar year if you want. No qualifying period – you can start this from Day 1
- **Six 'flex' hours to use each month** to suit your lifestyle. Come in late, leave early or extend the weekend to suit your lifestyle – just make up the working hours within the fortnight
- **No long-hours culture.** Tommy's employees work hard within their contractual hours, but we strongly discourage late working. We value the quality and efficiency of your work – not the length of time you put in
- Have a proper lunch break! We insist our employees have their lunch away from their desks, so you should always get a proper break. No one should work through their lunch at Tommy's
- And 'health breaks'– have a long lunch (1½ hours), and just make up the time on the day. No special arrangements to make
- **Two weeks' fully paid Sabbatical** after five years' completed service

- Social committee. Karaoke, cinema, or just a good meal out: all suggestions are welcome and everyone is invited to join in
- **Be part of some of the greatest mass-sporting events in the UK** – our wonderful supporters run in the London Marathon and take part in Tommy’s ground-breaking London Landmarks Half-Marathon, as well as many other community events across the country. As a Tommy’s employee you’ll get to join in the fun and make sure our supporters have the best possible experience – and of course get Time Off in Lieu (TOIL) for the time you put in
- Keep your work and home life separate. We like our employees to enjoy their personal life as well as their working life. No-one is expected to address work matters outside of working hours unless it’s a pre-arranged event
- Career-development. All our employees are encouraged to join in career-development discussions. As Tommy’s goes from strength to strength, we want to know how you would like your career to grow with us. A quarter of our employees have been with Tommy’s for four years or more
- Season-ticket loan scheme – or use the loan to buy a pushbike. Spread the cost of your purchase with an interest-free loan from Tommy’s, after your probationary period is completed
- **Free eye tests** – get your sight tested and Tommy’s will refund the cost of the test. And there’s a £50 contribution from Tommy’s if you are prescribed glasses for computer work
- **Company sick pay.** We have a great attendance rate at Tommy’s, but if you’re sick after your probationary period you can qualify for up to 20 days’ full pay
- **Enhanced maternity pay.** No surprise here – babies are close to our hearts! Pension scheme. You’ll be enrolled within three months of your start date: stay in the scheme if you wish, or opt out if you prefer. Contribution rate is 4% employer/4% employee.
- Centrally located, attractive offices – with a wide range of shops, cafes and bars right on the door-step
- A mix of home and office working, depending on your role.
- **Brilliant people doing their jobs well!** This is who we are: come and talk to us!

Equality and diversity

At Tommy's we value diversity in our employee team. We actively promote equality of opportunity throughout our Charity to ensure that our people are treated fairly and equitably, in a way that is consistent with their potential skills and abilities. We take care that our employees are recruited, trained and promoted on the basis of reasonable and legal criteria.

Tommy's has an EDI Group whose role is to implement Tommy's EDI vision and make recommendations to the senior management team.

Tommy's EDI vision

Tommy's is here for every baby, parent and parent-to-be. Whoever you are or wherever you live, everyone should be able to have a healthy pregnancy and baby and we want to bring about change so fewer babies die during pregnancy and birth. Ethnic minority groups are currently the most vulnerable and high-risk when it comes to pregnancy outcomes.

Workplaces that welcome parents and pregnant people and are diverse in age, ethnicity, gender identity, marital or civil partnership status, race, religion and belief, sexual orientation, physical or mental abilities are better and more innovative organisations and more representative of those we seek to help.

Tommy's embraces and harnesses the talents, skills and experiences of everyone who wants to help us in our mission to make pregnancy and birth safer for all. We are determined to be an organisation that truly values what all people can contribute to our cause and passionate about helping everyone who needs our advice and support.

Our recruitment process could involve one or more interviews; a written or oral assessment; and the on-line completion of psychometric questionnaires. If you are invited to an interview and you have a physical or mental medical condition which could impact on your ability to participate in Tommy's recruitment process, please let us know before your interview by emailing the Manager who is recruiting for this position.

We will be very pleased to make any reasonable adjustments to our recruitment process that are necessary to accommodate any long-term medical condition you have. If you share such information with us, we will keep it confidentially, and we will only use it to make sure that we fulfil our employer responsibilities towards you. We will only keep it for as long as we need to, and we will destroy it confidentially by shredding.



Data protection

Tommy's collects information about its job applicants, employees and others. Such information is collected and used fairly, stored safely, not disclosed unlawfully and destroyed when it is no longer required.

A copy of Tommy's Employee Data Protection and Privacy Policy, including Retention of Employee Records, is available on request from Tommy's Data Protection Officer.

Case study – Devina

My Tommy's journey started in 16 years ago when I moved to the UK from South Africa. I was keen to find work, establish a routine and make friends.

Tommy's finance team took me on to provide temporary cover while the accounts assistant was on holiday. A vacancy came up and my contract was extended for 3-months while Tommy's looked for a permanent replacement.

I loved it from day one! I thought it was just the right balance of ambition, drive and fun. I was given lots of opportunities to prove myself, and I was delighted when the permanent position was offered to me.

After that, Tommy's offered me opportunities to study and I completed my ACCA course, which led to being promoted to management accountant within three years. Working in the finance team was a great experience, particularly as there was plenty of cross-over with other departments.

I know that Tommy's management team are always seeking ways of helping employees to develop their careers within the charity – even if it means moving in unusual directions! I started to sense that the finance drive in me was dwindling. I had some career development discussions internally which helped me to appreciate how transferable some of my skills were. This resulted in an invitation to join the community fundraising team. I jumped at the chance!

I initially worked on a few small projects and gradually learnt the craft of 'selling' Tommy's. Having supportive line managers and great teams around me really helped. I started to enjoy celebrating shared successes and quickly learnt how good it feels to be in a high-performing team!

Tommy's has grown tremendously over the past 6-7 years and I feel very lucky to have been part of that growth. I work with smart, creative and forward-thinking people and that stimulates me and keeps things interesting and fun.

After 16 years of service and 9 years into my fundraiser role, I am still very happy and motivated at Tommy's. I always feel proud representing Tommy's, not just in the charity sector but in the world generally.

Tommy's is a big part of my life and has shaped me positively in a lot of ways.

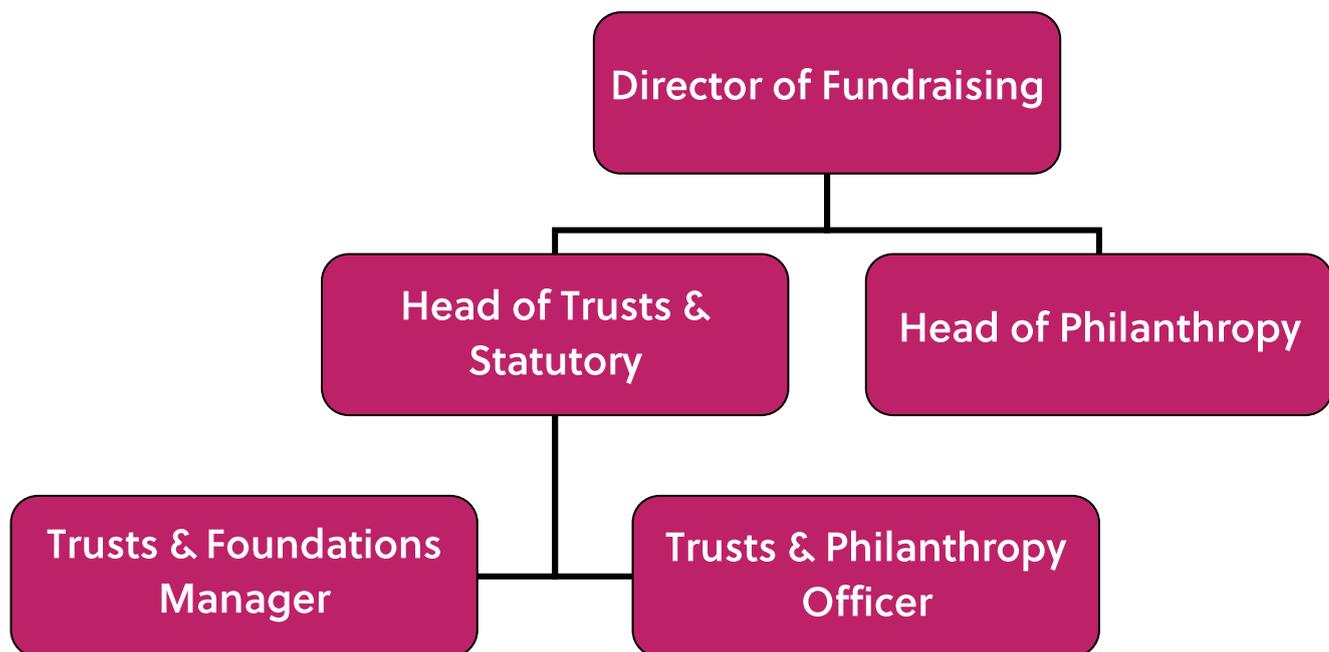
Devina

Role details

Place of work	Nicolas House, 3 Laurence Pountney Hill, London, EC4R 0BB
Salary	£30,000-£37,000
Contract type	Permanent
Reports to	Head of Trusts & Statutory
Hours	Monday to Friday 9:00am to 5:00pm (from time-to-time you will be expected to work outside these hours for example, at events taking place during the evenings and at weekends)

Team description

You would be part of the Trusts & Philanthropy team reporting to the Head of Trusts & Statutory.



Job description and person specification

To support Tommy's growth plans of exceeding £10m by 2023, the Trusts & Foundations Manager would play a critical role in the Trusts team aim to raise £1.4m per annum by 2023.

In line with Tommy's Fundraising strategy you will work with the Trusts team to:

- **Grow** our charitable trust and foundation income from our identified pipeline and prospecting potential new high-value supporters.
- **Innovate** – Work across the organisation to develop new approaches and cases of support for the trust and statutory market.
- **Diversify** our trust, foundation and statutory income mix growing our restricted income.
- **Steward** our supporters excellently going above and beyond reporting requirements. Help to mobilise Tommy's Trustees and Fundraising Board members to leverage new prospects and opportunities for Tommy's.

The Trusts & Foundation Manager will win ambitious trust partnerships by writing exceptional proposals and developing relationships with donors and prospective funders. They will work collaboratively across the organisation to maximise all trust and statutory income opportunities for Tommy's. Collaborative, proactive and enthusiastic, you will have excellent written and verbal communication skills and will relish the opportunity to be part of an ambitious team.

Job purpose

The key objectives of this role are to:

1. To secure funding from charitable trusts, foundations and statutory sources and maintain existing relationships to meet annual income targets and key performance indicators.
2. To identify, secure and deliver growth opportunities across current partnerships, and renewing partnerships where possible.

Key tasks

Income Generation & Stewardship

- Act as the lead relationship manager for a portfolio of trusts and foundations worth between £20k and £75k, both current and prospective, generating activity regionally and nationally.
- Produce high-quality cases for support, applications and reports for trust, foundation and statutory funders.
- Effectively manage and grow relationships with key stakeholders.
- With the Head of Trusts & Statutory, lead the team's development of excellent donor relationships through a donor-centred philosophy, systematic planning and high-quality proposals and reports.
- Build productive relationships with colleagues, Tommy's researchers and other key stakeholders to facilitate excellent fundraising.

Statutory Fundraising

- Work with the Head of Trusts & Statutory to identify and respond to statutory fundraising opportunities, to include:
 - Liaising on which opportunities to pursue, based on resources, strategic priorities and likelihood of success.
 - Managing the application process, including project managing other people's contributions.
 - Grant management and reporting.

Business Development

- Support the Head of Trusts & Statutory to develop and realise new business through developing a robust trust pipeline to win new grant and partnership opportunities.
- Work with the team on identification of new prospects via:
 - Prospect research;
 - The Trusts & Statutory team, the Fundraising Boards, Trustees and other contacts;
 - Stewarding prospects and donors at special events and other face-to-face meetings.
- You will ensure the most effective processes, practices and techniques are in place to deliver results for your team.

Strategic Planning & Research

- Support the Head of Trusts & Statutory in contributing to the strategic direction of the charity through:
 - Developing and delivering an annual trusts, foundations, statutory funders and prospect research strategic plan;
 - Inputting into the Trust and Statutory strategy;
 - Ensuring a balance between delivering current budget commitments and creating additional, bespoke projects for the largest donors; and
 - Contributing to organisational budget-setting, using knowledge of Tommy's donor portfolio to ensure that planned projects will be attractive to donors.
- Work collaboratively across Tommy's to diversify our offerings for the trust and statutory markets, ensuring organisational funding needs are met.

Team Working

- Assist with other Tommy's tasks which require excellent writing skills and confidence working with detailed technical information – e.g., producing minutes from the scientific peer review meetings.
- Supporting the wider Tommy's Fundraising team as and when required, by producing documents, reports and donor profiles for the Trustees, Fundraising Boards and Fundraising Director.

Compliance

- Ensure accurate and GDPR-compliant record-keeping of all donor interactions across the team.

Key Performance Indicators

- Annual Income generated towards £1.4m team annual target by 2023
- Return on Investment
- Trust & Statutory Partnerships won
- Trust & Statutory Partnerships retained
- Value of Trusts & Statutory pipeline
- Trust Stewardship events/activities

Person specification

Skills/Experience Required	Desirable	
	Essential	
<p>Experience</p> <p>Demonstrable experience of securing funding from trusts, foundation or statutory sources (including gifts of £50k and above)</p> <p>Demonstrable experience of developing and managing relationships with trust partners</p> <p>Experience of building relationships with a range of internal and external stakeholders (including senior management team, Trustees and Trust staff)</p> <p>Experience of fundraising for a medical research charity</p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p>
<p>Knowledge</p> <p>Fundraising knowledge which covers:</p> <ul style="list-style-type: none"> • The process and key success factors for raising money from trusts and statutory sources • Sources of trust and statutory funding • How to identify new prospects • Proposal and report-writing <p>Knowledge of the current trust fundraising landscape.</p> <p>Knowledge of best practice with regards to Fundraising Code, Data Protection and risk management</p> <p>Knowledge of GDPR/data protection principles and how they apply to fundraising</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	
<p>Aptitude & skills</p> <p>First-class writing skills – to produce the highest-quality applications, proposals and reports</p> <p>Ability to grasp scientific and medical terminology and translate it into accessible, persuasive language</p> <p>Excellent verbal communication skills and relationship-building skills</p> <p>Excellent organisational skills, working to deadlines with multiple priorities</p> <p>Numerate and confident working with budgets</p> <p>Ability to work effectively and positively as a team member of the fundraising department</p> <p>Proactive in driving your personal development</p> <p>Ability to positively seek feedback on quality of work from colleagues and act on development areas</p> <p>PC Microsoft Word, Excel and PowerPoint skills</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	

Project Management skills	X	
Database skills (preference for Raiser's Edge)	X	
Personal attributes		
Tenacious and determined to meet and exceed targets	X	
'Can do', positive attitude	X	
Team player	X	
Values and attitudes		
Passion to learn and develop	X	
Only the best will do	X	
A passion for the cause – to help all women have a safe and healthy pregnancy and take a baby home	X	

Motivation	Driven and loyal	Takes pride in achievement and in Tommy's success. Shows determination and personal commitment to achieve Tommy's goals and plans. Is loyal and dutiful. Takes actions and makes decisions to benefit Tommy's, rather than personal interests.
	Takes ownership	Takes personal responsibility for completion of tasks to a high standard, irrespective of challenges encountered along the way. Focuses on the end goal, spots difficulties and addresses them before they become a threat. Concentrates on a task and sees it through to completion. Is self-directing and uses initiative. Wants the freedom to do his or her job without undue supervision or direction.
	Work ethic	Accepts workplace rules. Is punctual and reliable. Places a high value on working hard and doing a good job. Very dedicated to meeting what is expected of him or her. Is self-disciplined. Has realistic expectations of Tommy's. Behaves professionally.
Personal	Resilient	Is robust and stable under pressure. Shows resilience in a range of situations. Bounces back from disappointment or rejection, is sanguine and stoic. Manages personal stress: identifies own stress triggers and has strategies for successfully managing them.
	Intelligent	High level of verbal and numerical intelligence. Ability to acquire understanding and absorb information rapidly.
	Organised and detail-conscious	Consistently and conscientiously delivers good attention to both strategic and administrative detail. Organises resources, prioritises key issues and implements projects effectively.
	Self-aware and open	Can appreciate personal strengths and weaknesses and acknowledge the validity of others' views. Has emotional intelligence. Continually improves skills and workplace behaviour. Shares perceived truths honestly and appropriately at work, without secrecy. Gives and receives feedback tactfully and open-mindedly. Continually develops skills and workplace behaviour.
Interpersonal	Communication	Listens and lets others speak. Communicates fluently, orally and in writing. Writes clear, well-organised documents with appropriate vocabulary and grammar. Keeps others informed.
	Persuasive	Is appropriately assertive. Has presence and is credible. Can influence others and sell ideas.
	Team-oriented	Co-operatives with and supports colleagues and customers. Builds positive, collaborative working relationships.

Tommy's Values

At Team Tommy's we commit to:

Unstoppable	Never give up on making pregnancy and birth safer for everyone
Evidence based	Being non-judgemental and disseminating evidence to support parents' decisions
Excellent Stewardship	Meet and wherever possible exceed the expectations of our supporters, beneficiaries and other stakeholders
Performance	A sustainable and robust fundraising model which delivers income growth so we can direct more investment to our charitable activities and outcomes
Improvement	Learn and improve in everything we do
Challenging	Innovate, question the accepted norm, plan in detail and take measured risks to increase our fundraising income and reduce pregnancy loss
Openness	Use our resources wisely and communicate our activities, processes and performance to our supporters and other stakeholders
Together	Work with parents, experts and partners to achieve our goals – together we can do more
Caring	Always be kind, considerate, supportive of each other and passionate about what we do

Extract from Tommy's People Policies

4 EQUALITY AND DIVERSITY

4.1 Policy

We embrace the diversity of those who work with and on behalf of Tommy's, for the benefit this brings to our Charity's ability to attract, motivate and retain individuals to work with a strong and productive team spirit.

We believe that working with people at all levels of seniority from a wide range of backgrounds and skills can help generate ideas and solutions that might not come from a less diverse group.

A diverse workforce also helps us better to understand and meet diverse customer, client and beneficiary expectations. We therefore value and promote:

- attracting employees from all sections of the community;
- identifying, using and developing the skills and talents offered by employees, potential employees, volunteers, and Tommy's Trustees and Directors of Baby Fund Trading Ltd and LLHM Ltd ('Directors') to the benefit of individuals and the Charity.

Unlawful discrimination is wasteful of skills, talent and creativity, and we recognise the negative impact of the effects of discrimination on achievement of objectives, personal and organisational morale, career progression, self-fulfilment and self-esteem.

We are required to eliminate discrimination in pay between men and women who do the same work, or work of a similar nature or work of equal value.

Tommy's therefore implements equal opportunity in the workplace and is opposed to any form of less favourable treatment through direct or indirect discrimination, harassment or victimisation to employees, volunteers, Trustees and Directors or job applicants on the grounds of the protected characteristics of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation,

or on any other protected grounds such as part-time working status or Trade Union membership.

Tommy's commitment to equality and diversity is introduced to new employees, volunteers, Trustees and Directors, normally during induction.

4.2 Commitments

We will not unlawfully subject job applicants, employees, volunteers, Trustees and Directors any others working for or on behalf of the Charity to unlawful detriment in any of the following ways:

4.2.1 Unlawful discrimination

We will not, either directly or indirectly:

- (a) Treat any individual less favourably than others on any unlawfully discriminatory grounds;
- (b) Impose on any individual a provision, criterion or practice that unlawfully disadvantages an individual when compared with others;
- (c) Discriminate unlawfully against any individual because of his or her association with someone who has a protected characteristic ('discrimination by association');
- (d) Discriminate unlawfully against any individual because s/he is thought to have a protected characteristic, regardless of whether this perception by others is correct or not ('perceptive discrimination').

4.2.2 Harassment, bullying and victimisation

We will not permit any individual to be subject to harassment, bullying or victimisation.

- (a) **Harassment** is unwanted conduct affecting the dignity of men and women in the workplace, on any protected grounds. Harassment is demeaning and unacceptable to the recipient, and is unlawful whether persistent or an isolated incident.
- (b) **Bullying** is offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

Tommy's upholds a separate Anti-Harassment and Bullying Policy.

- (c) **Victimisation** occurs when an individual is treated less favourably for having made an earlier claim of discrimination or harassment in good faith.

4.3 Practice

We recruit, promote and train our employees on the basis of objective criteria which are not unlawfully discriminatory.

- (a) employment opportunities within Tommy's which are advertised externally are made known widely so that potential applicants are drawn from different sections of the population;
- (b) no job applicant or employee will receive less favourable treatment or be placed at a disadvantage on grounds which are unlawfully discriminatory;
- (c) employment agencies, consultancies and advertising agencies working for Tommy's are informed of and instructed to adhere to Tommy's Equality and Diversity Policy;
- (d) all job descriptions include a statement that Tommy's is an equal opportunities employer;
- (e) selection for training or promotion within Tommy's is never carried out on unlawful grounds.

Unlawful discrimination plays no part in our recruitment of volunteers, Trustees or Directors.

4.4 Responsibilities

4.4.1 Employer responsibilities

Tommy's ensures that:

- (a) no job applicant, employee, volunteer, Trustee or Director will receive less favourable treatment or be placed at a disadvantage on grounds which are not related to his or her ability to fulfil their contribution;
- (b) this policy is upheld regardless of the source of potential candidates (eg through an agency, or by response to an advertisement);
- (c) all role descriptions include a statement that the Tommy's upholds the principle of equal opportunity;
- (d) it regularly monitors its progress in achieving equality of opportunity and managing diversity.

4.4.2 Individual responsibilities

It is the duty of all who work with or on behalf of Tommy's to accept their personal responsibility for promoting and adhering to the principles set out in this Equality and Diversity Policy, and must refrain from taking any action or decision which is contrary to the letter or the spirit of this policy.

Employees and all others acting on behalf of Tommy's:

- (a) must actively promote equality of opportunity for others and seek to create an environment in which objectives may be pursued without fear or intimidation;
- (b) must not discriminate unfairly in the way they provide or procure services on behalf of Tommy's;
- (c) must not discriminate unfairly in the recruitment, promotion and management of employees, volunteers or Trustees and Directors;
- (d) must not encourage other employees to practise unfair discrimination or harassment;
- (e) must not victimise any person who has complained of harassment or unfair discrimination, or who has given information in connection with such a complaint.

Breach of this Equality and Diversity Policy by any employee will normally result in the implementation of the Disciplinary Policy.

Breach of this Equality and Diversity Policy by any other individual working for or on behalf of Tommy's will normally result in the termination of the working relationship.

4.5 Monitoring

Tommy's regularly monitors, through the analysis of its equal opportunities records, its progress in achieving equal opportunities.

4.6 Complaints and grievances

Any employee who is concerned that a colleague's behaviour falls outside this policy should discuss their concern without delay, with their line Manager (or, if the concern is about their line manager, with their line manager's manager).

All complaints and grievances will be taken seriously.

If you are concerned you have experienced harassment or bullying, you should follow Tommy's separate procedure on Anti-Harassment and Bullying.

Immediate steps will be taken to investigate any concern raised. Confidentiality will be maintained within the boundaries of the investigation, and any breach by any employee of his or her obligations concerning confidentiality will be subject to a disciplinary investigation

After investigation, any breach by an employee of this Equality and Diversity policy which is found to have occurred will be addressed through the Disciplinary Policy and may result in a disciplinary penalty up to and including summary dismissal.