

Manchester Pay and Benefits Agreement

1. Introduction

This is an agreement between UNITE – The Union (the Union) and Fujitsu Services Limited (the Company) covering pay and benefits for the Company's employees in the Manchester bargaining unit defined in the Recognition Agreement between the parties.

The intention is to consolidate in one place as many as possible of the agreed elements affecting people in the bargaining unit, to provide more clarity for managers, employees and Representatives. The aim is also to make the process of discussing annual pay reviews more efficient.

Sections 3 to 16 and Appendices 4-6 are ongoing points of agreement. Appendices 1-3 include elements specific to the latest pay review.

2. Previous Agreements

We have built up a number of agreements over a period of years. The intention in the medium term is that future versions of this agreement could completely replace some or all of these, allowing them to be withdrawn. At this stage, this agreement consolidates and extends, rather than replaces them.

3. Pay Systems

Employees are managed on what is generally known as the medians pay system, which is partly based on the median pay of Fujitsu Services' UK employees in a particular professional community role, with the following exceptions in the bargaining unit:

1. You are on RISE+ if your role code is TSS1, TSS2 or TSM1 and you are also in either MIS Region 1 Service Desks or in SSM team T6 TA (See section 4 and Appendix 2 for more details).
2. A small number of employees have their pay managed centrally through the "Graduate" pay scheme as part of the graduate training scheme. See Appendix 5 for more details.
3. A small number of employees have their pay managed centrally through the "Apprentice" pay scheme as part of the Apprentice training scheme. See Appendix 6 for more details.

If the Company wants to introduce any other pay systems affecting the bargaining unit, the Company will consult with UNITE beforehand.

The Company will hold Rise+ ratings on the main HR database so that employees can view them through Self Service.

4. Rise+ Pay System

Rise+ levels are based on capability (including performance) as set out in the level descriptions. An individual's level is determined through 1:1 reviews with their manager in which their capability is compared against the level descriptions. Work not being available at the level of capability of the employee's capability is not a reason for refusing progression up the levels. Employees will never be moved down their Rise+ scale unless this is a disciplinary sanction.

The Company will ensure that there are "Rise+" pay scales for all Employees managed on the Rise+ pay systems. The Company will make the capability definitions for these scales and the associated pay bands available to the Union.

Employees will be paid no less than the lower pay comparator for their level.

The Rise+ system

- 1) Nobody will be prevented from progressing through the structure because they have not demonstrated a capability for which their job does not require them to do the relevant task. Such factors in the capability matrices will not be scored.

- 2) People will not be moved down the Rise+ levels for pay purposes, even if they had changed jobs. They will still need to be assessed against the new matrices for development purposes.
- 3) To encourage people to cross skill and be flexible, extra credit should be given for having capabilities from more than one Rise+ Appendix. For example, a table could be created to set out how multiple Rise+ levels can be added together to produce a higher combined score. The Company will continue to work with Unite to consider options.
- 4) It is agreed to consider how employees can be encouraged and assisted to develop skills beyond those on their current Rise+ Appendix, to make it easier to move around and cope with change.
- 5) At the time of moving from a job covered by one Rise+ Appendix to a job covered by another, the individual will be assessed on their old role and have a discussion about what is required on their new one.
- 6) As managers and supervisors move around, individuals have to demonstrate competencies to Fujitsu, not to a particular individual manager or supervisor.
- 7) Managers will not normally be re-assessing the basics for employees who have demonstrated a capability at a previous review.
- 8) Individuals' Rise+ levels will be held on the HR Database and made visible to them via Your HR.

The pay scales for Rise+ are in Appendix 2.

5. Pay Comparators

The Company will ensure that no employee in the bargaining unit will be paid less than £8.45 an hour. When the new Living Wage is announced by the Living Wage Foundation, this figure will be applied to members of the bargaining unit from 1 November 2017. The Company will continue to apply the agreed minimum basic salary and this figure will be reviewed annually with UNITE.

The company currently uses two sets of pay comparators for the medians pay system:

- Market Reference Salaries (MRS) are Fujitsu's estimates of upper and lower quartile external market rates using data drawn annually from two external salary survey providers.
- Internal Reference Salaries (IRS) are the median Full Time Equivalent salaries for Fujitsu Service Limited's UK employees on a particular role code, excluding those managed on other pay systems. IRS are calculated based on salaries after the previous year's pay review.

IRS were previously known as Previous Pay Comparators (PPC), Internal Pay Comparators (IPC) or simply medians.

The Lower Comparator for employees on the medians pay system is 75% of the IRS. The Company will consider increasing the 75% figure in future years.

The Lower Pay Comparator for employees managed on the Rise+ system is the minimum figure defined for their Rise+ level within their professional community role.

The comparators to be used for an individual's pay review will be the ones for their current role code unless they have written agreement to be reviewed against an alternative role and median. Employees should notify UNITE and the Company in advance of the stage one negotiations if they believe they are covered by this point. Employees can obtain the pay comparators for their Professional Community role through the Your HR system on Café Vik. Should an employee request pay comparators from HRDirect for a role they wish to apply for, it must be the case that the role is currently advertised on the internal opportunities site, the RAR number is quoted and the employee can confirm that their manager has been informed of their interest in the role. HRDirect will then release the comparators to the employee.

The Company and Unite will work jointly to identify ways of giving employees and the union more clarity about how MRS figures are created and confidence in their use in pay negotiations. This activity is subject to consultation.

To avoid introducing new anomalies for the median population, the Company will ensure that throughout the year, including at the start of the pay review process, all employees in the median population within the Bargaining Unit are paid at least the applicable Lower Pay Comparator at that time. Between pay reviews this is the comparator that was used for determining the last pay review for their current role. Except by agreement with the Union, the only exception to this would be where a lower salary was agreed as part of the acceptance of an "alternative job" (as opposed to a "suitable alternative job") during redeployment. Any exception will include a plan with specified performance criteria to raise the salary to at least their Lower Previous Pay Comparator within a year, provided those criteria are met.

For the Rise+ population, any individual who gains a position or a promotion within the Rise+ population will have a starting salary no less than the lower pay comparator for their role (Rise+ level) on starting.

6. Pay for Non-Standard Hours and Your Choices

Where applicable, pay, comparators, increases etc. will be calculated pro-rata in relation to a full-time employee with a 37 hour week, except for employees in those areas where a 40-hour week is the norm:

- TSS/1 in MIS – Technical Maintenance Services, or
- Employees managed on the RISE+ pay system.

For the purposes of pay reviews, when referring to an individual's basic pay, this is the individual's "reference" salary i.e. before any choices under "Your Choices" or "Salary Swap".

7. Appraisals

The Company approach to performance management is established with the intention of engaging employees by linking individual performance to Company aims and objectives (referred to as goals within ZinZai Connect). This is now a business as usual activity for managers.

The Company is committed to the learning and development of employees. This includes using Fujitsu Management Accreditation Programme (FMAP) to develop and recognise management excellence.

Part of the People Management Accountabilities within FMAP includes setting SMART individual objectives which have been understood and agreed with team members and are linked to the particular area's team objectives. Becoming accredited in the People Management discipline is now an objective for all line managers.

These are documented on CaféVIK under FMAP: Fujitsu's Management Accreditation Programme and The EMEIA Performance management portal.

In order to encourage, develop and reward high performance in all employees in line with the business aims of Fujitsu, a performance management process is in place (at the time of writing this is FMAP and performance management.)

Features of any performance management and reward system would be expected to be as follows.

- Relevant SMART (Specific, Measurable, Achievable, Realistic, Time-bound) objectives which are discussed with the employee which can be achieved and potentially exceeded within contractual working hours.
- Regular assessment and feedback against those objectives, which can be updated when appropriate.
- Objectively overseen appraisal of the individual's performance and efforts against the objectives on at least an annual basis.

Objectives and all targets must be agreed and be set so that they can realistically be achieved or exceeded without relying on working additional hours. It is recognised that employees often show flexibility in their working hours to help meet the needs of the business.

Individuals' appraisals and Performance Ratings must be based only on their own performance in areas under their own control. Employees are expected to take part in efforts to ensure they have appropriate work and may have objectives reflecting this expectation, but objectives containing measurement of utilisation itself will not be used because utilisation can be influenced by factors outside individual control. The company does not operate forced, target, or expected Performance Rating distributions. Effective managers aim to get all their staff performing well. Individual Performance Ratings will not be influenced by factors such as the performance of colleagues, company financial performance (notwithstanding areas under an employee's own control).

The main steps in the annual performance review are:

1. Employee submits their self-input to their appraising manager
2. Appraising manager gathers any additional feedback e.g. from assignment managers and shares the feedback with the employee
3. The appraising manager and employee have a preliminary meeting to discuss all the feedback. For employees on the Rise+ system their Rise+ level will be reviewed in this meeting and then recorded and uploaded to the HR database. This step must be complete by 31st March.
4. Calibration takes place based on appraising manager input and guidance with the aim of promoting fairness and consistency. The provisional performance rating is set at calibration.
5. The appraising manager holds an annual review meeting with the employee at which the appraising manager will finalise the performance rating, if possible by agreement, and inform the employee. This meeting will also discuss forward looking matters such as objectives and development plans. The appraising manager uploads the finalised performance rating to the system. This step must be complete by 31 May.
6. Employees have the opportunity to add any comments to the appraisal on the system.

The company will continue to work with UNITE on implementing the "lessons learned" from the 2013 collective grievance over appraisals and moderation.

Managers are responsible for ensuring that appraisals are complete according to the timescale in Appendix 4, other than in exceptional circumstances.

A Company communication to employees advising once moderation is complete and their final Performance Ratings are visible on Your HR.

Employees who wish to challenge their rating must do so within two weeks of being notified that their final Performance Rating is visible on Your HR.

The Company will consult with UNITE about material changes to the appraisal process and timescale and agree revisions to the timescale for pay negotiations in Appendix 4 in light of the Company timescales.

Where an employee is high in their pay band (e.g. over 120% of the median), and therefore likely to get a smaller pay rise, the manager should discuss with the individual what other roles they could move to and what they would need to do to achieve that.

Any employee who has no current PAC rating will be treated as an NS.

8. Work-life balance

a. Contractual Items

All employees will have a contractual entitlement to at least 25 days annual leave in addition to bank holidays.

Where employees work 37 hours and are in an area where 37 hours is the standard, but have higher contractual hours, the Company will continue to review these situations on a case by case basis and reduce contractual hours to 37 hours where there is no detriment to these employees or the Company by doing so. Where an employee moves or has moved from an area where 40 hours is the standard to an area where 37 hours is the standard, their contractual hours will be reduced to 37 without loss of pay.

b. Non-contractual Items

Unite the Union have proposed an improvement to the Carers' Policy. The company will review this with Unite via the JWG. Unite the Union has proposed changes to temporary and part time working practices. The company will review this with Unite via the JWG.

9. Role Code Changes

Where the Company initiates the movement of an individual or a group onto a different Professional Community role code, the Company will write to each employee affected, informing them of their new code. Any non-standard mappings will be identified and reasons for the decision given. The correct Professional Community role code is the one whose role profile "best describes the dimensions of the job and naturally suits the likely career route for the job holder". Where any employee believes they are not on the correct role code they should raise this in the first instance with their line manager. Should they remain dissatisfied they should raise this with HR or follow the grievance procedure. Where this process identifies incorrect mappings, the employee will be moved to the correct role and detail code. Where this has resulted in a lower pay rise for the individual in a pay review, this will be addressed. Any such increases will be backdated to the effective date of the pay review.

10. Role Changes

When an employee changes professional community role, their benefit levels will be reviewed and discussed with them and their line manager. The pay and benefit guidelines will be used to inform this discussion with the intention the Employee's benefits will be in line with these guidelines.

11. Promotions

The term "promotion" is used to mean a change in an individual's Professional Community Role code to one with a higher median salary.

Fujitsu's resourcing processes (the Recruitment Authorisation Request or RAR) require the manager to have secured the budget before a vacancy can be filled. When promoting into a new job, managers can budget for pay rises after the initial rise associated with the promotion itself. In order to avoid pay rises coming from the pay pot, managers should specify planned pay increases for at least the next twelve months on the form at the time of promotion.

Employees who are promoted will, unless there are exceptional circumstances, receive a pay rise at that time. The amount of this promotional pay rise is subject to management discretion. As a guide, managers are asked to consider awarding at least £1500. If it is proposed that there will not be a pay rise, a HR Manager will initiate a review prior to the decision being finalised. As part of the review, the proposal will be discussed with the employee and an appropriate plan (with timescales) agreed with them, identifying what is required for the Company to increase their pay.

See section 5 on Lower Pay Comparator.

Promotional pay rises throughout the year must be clearly distinguished and funded outside of the pay review budget. Likewise, any increases to benefit levels are not funded from the annual pay review budget.

Where employees change to a job/role which is a promotion, an immediate review should take place with a plan agreed with the individual to include reward and development. A salary increment will be applied upon promotion. The Company will implement a mechanism to monitor and ensure that this consistently takes place. The company will review this with Unite via the JWG.

The Company will discuss with the Union how to fund promotions within a job on an equal footing with promotions to a new job via the JWG.

Where an individual is temporarily performing a role which would normally attract a higher rate of pay than their own, there will be a review with the individual to determine whether a "responsibility allowance" will be paid. In some cases the individual may be undertaking the role for training and development purposes and not performing at the level that would be expected of someone normally doing it. The review will ensure the principle of equal pay for work of equal value is applied.

12. Other Benefits

Company sick pay will be available to all employees from the first day of their employment and from the first day of sickness.

Amicus have identified 32 employees in the bargaining unit who they believe don't get benefit cars when most of their peers do. The Company will review the 32 cases on a case by case basis with the individuals identified. If the individual believes that they are being unfairly treated this will be reviewed with the individual. Where, in the Company's view there is a possible justification for not giving the individuals a car, this will be reviewed with the individual to try to agree an alternative resolution and reported back to Amicus. The overall review will be completed by the end of May 2005 and where the Company agrees that a benefit car should be provided, the decision will be communicated to the individual and the benefit applicable from June 1st 2005.

The Company and UNITE have agreed to review minimum benefit levels with the aim of preventing the introduction of new anomalies in pay and benefits. It is recognised that some historical differences may remain and both parties are committed to removing these if they are unjustified, giving priority to improving the benefits of those furthest below the norm. The Company and Unite will meet by the end of September 2013 and then as necessary to agree a definition of a benefit anomaly and a plan (including timescales) to identify and address them.

Unite has proposed a change to the Company's contractual commitments on pensions, with the aim of giving employees greater options and protection when a TUPE transfer is envisaged. The Company will review this proposal with UNITE to assess its viability. This discussion is ongoing.

Staff who join the company (including TUPE-in) during the year, and qualify to be in a Fujitsu bonus or incentive scheme, and do not automatically qualify for bonus or incentive, should receive payment at least pro-rata.

13. Equal Pay Review

The Company is committed to doing an Equal Pay Review and will work jointly with UNITE in Manchester to agree a timescale.

The Company will continue to work on a more open and transparent pay system, working with Unite to achieve this. In addition, the Company will work with Unite and other employee bodies in developing its approach to pay and benefits. The Company values and promotes a diverse workforce via its responsible business strategy.

14. Implementation and Monitoring

The pay review described in the Appendices is to be implemented in the August payroll with an effective date of 1st August 2017. This pay review covers a period of 14 months. From 2018 and annually thereafter the pay review will be implemented on 1st October.

The 2017 pay agreement is being considered within the context of Agenda 2020 and a number of redundancy programmes that are underway. Where an employee leaves Fujitsu before implementation of the pay review but their notice period extends past the effective date of the pay review, their increase will be taken into account for calculating their severance payment, Pay In Lieu Of Notice and other relevant calculations. This commitment is for the 2017 pay agreement only and will be subject to review in future years.

The Company will provide UNITE with appropriate information for joint monitoring of pay and benefit outcomes, particularly where these relate to agreements reached.

Should UNITE wish to clarify any points arising from the implementation of the Manchester Pay & Benefits Agreement, they should contact Sandeep Dhindsa. The Company will work with UNITE to:

- Ensure a full and timely implementation of the Manchester Pay & Benefits Agreement
- Monitor the implementation of the 2017 pay review

The Company will work with Unite to ensure that the 2017 pay deal has been implemented fully and fairly. The Company will provide information to allow Unite to monitor this by the 10th of August 2017. The Company is committed to spending the entire budget on pay rises effective from 1st August 2017. If, for any reason, the Company has spent less than agreed on any of the elements of the pay review, the Company will spend the shortfall on equal additional pay rises for each employee in the bargaining unit, backdated to 1st August 2017. Any backdated modifications to salaries as a result of the 2016 pay review will be taken into account in implementing the 2017 agreement.

15. Legal Status

In accordance with the Trade Union and Labour Relations (Consolidation) Act 1992, part IV, Chapter I, Paragraph 179, the parties agree that the following aspects of this agreement are intended to be legally enforceable parts of the contract between the Company and its Employees:

- a. Section 3 Pay Systems
- b. Section 4 Rise+ Pay System
- c. Section 5 Pay Comparators
- d. Section 6 Pay for Non-Standard Hours and Your Choices
- e. Section 7 Appraisals
- f. Section 8 Work-life balance subsection A (contractual items)
- g. Section 9 Role Code Changes
- h. Section 10 Role Changes
- i. The aspects of Section 11 Promotions which explain the term "promotion" and which mandate an immediate review on promotion and aspects relating to responsibility allowances
- j. Section 12 Other Benefits
- k. Section 13 Equal Pay Review
- l. Section 14 Implementation and Monitoring
- m. APPENDIX 1: Points for August 2017 Pay Review
- n. APPENDIX 2: Rise+ Pay System 2017
- o. APPENDIX 3: Medians Pay System 2017
- p. APPENDIX 4: Negotiation Timescale and Disclosure of Information
- q. APPENDIX 5: Graduate Pay System
- r. APPENDIX 6: Apprentice Pay System

It is not the parties' intent for any other parts of this agreement to be legally enforceable, but it is our intention to honour it in full.

Where an employee leaves the bargaining unit, this agreement will no longer apply to them. The Company will inform the employee in writing of any change to their terms and conditions prior to transfer.

Any employee who believes their pay review has not been implemented in accordance with this agreement must put a query via AskHR within two months of being notified in writing of the outcome of their pay review. Any employee who does not do so has no contractual right to a higher rate of pay as a result of incorrect implementation of Appendix 1 for the 1st August 2017 pay review unless they did not have access to Company email to receive the relevant communications and raised it promptly once they became aware of the issue. Anonymised complaints will be discussed between Unite and the Company with the aim of agreeing a solution. Employees who want UNITE to see their full complaint should copy it to unitetheunion@uk.fujitsu.com.

16. Review and Termination

The agreement is intended to be reviewed and updated on at least an annual basis, partly to allow for the annual pay review effective from 1st August 2017, moving to 1st October each year from 2018 onwards. This will be undertaken using the agreed procedure for dealing with collective issues.

Either party may give six months' notice to terminate this agreement. Such notice to be given in writing and delivered to the other party's registered office. In the event that this agreement or the Recognition Agreement is terminated, individual terms and conditions remain unchanged unless subject to appropriate consultation with relevant parties.

17. Signatories

On behalf of

Fujitsu Services Limited (names & signatures)

JACQUES


Date:

13.07.2017

Date:

Unite – The Union (names & signatures)

KEVIN


Date:

13/07/17

The effective date of this version of the agreement is the date on which it has been signed on behalf of both parties

APPENDIX 1: Points for August 2017 Pay Review

This year's agreement was reached in the context of the company's offer to resolve the national dispute, in particular point d).

Where this agreement refers to the Living Wage it means the one defined by the Living Wage Foundation (www.livingwage.org.uk) rather than the statutory National Minimum Wage or National Living Wage.

If Managers have difficulty meeting the needs of their staff, due to the pay and performance profile of the individuals they manage in the bargaining unit, they should raise this up their management chain for additional funds.

If additional funds become available through the year employees in the bargaining unit will have access to these on the same basis as those outside of the bargaining unit.

The 2017 pay review applies to all employees within the UNITE Manchester bargaining unit at 1st August 2017, except for those employees on the Graduate Scheme and Apprentices whose pay review is managed centrally.

Our pay principles must be based on the principle of equal pay for equal contribution and must not be discriminatory.

All pay rises will be fully consolidated.

As described in section 6 Pay for Non-Standard Hours and Your Choices, all pay increases as part of the pay review will be calculated pro-rata for employees on non-standard hours.

All employees will receive a Cost Of Living pay rise which will be 1.2% subject to a minimum of £225 and a maximum of £565. It is estimated that this will cost 1.07% of the 31 July 2017 payroll cost.

The details for the Rise+ and Medians pay systems are detailed in Appendices 2 and 3 respectively.

APPENDIX 2: Rise+ Pay System 2017

The base pay levels for the Rise+ pay system are:

	Foundation	Foundation+	Intermediate	Intermediate+	Advanced
TSS 1	£17,576	£17,576	£17,576	£17,576	£17,850
TSS 2	£18,250	£19,000	£19,750	£20,500	£21,250
TSM 1	£22,500	£24,500	£26,500	£28,500	£30,000

TSS 1 Foundation will not be used in the Manchester Bargaining Unit.

For clarity, whilst there is a guideline pay range, there are no defined "maximums" in the Rise+ pay structure.

Employees will receive pay increases based on two key elements applied in this order:

- Employees will receive the Cost of Living increase as per Appendix 1.
- Employees will be brought up to the minimum salary for their new Rise+ level
- Employees will receive a PAC-based increase as below, which will cost approximately a total of 0.4% of payroll
- Approximately 0.28% of the total budget is to be allocated to management discretion. When awarding management discretion consideration will be given to individuals RISE+ level and position against the pay scale. This will use the remainder of the 1.75% pay budget.

PAC-based increase

PAC / GRS	PAC-related increase
U	£0
P	£33
A or NS	£66
E	£99
O	£132

APPENDIX 3: Medians Pay System 2017

The pay budget will be distributed based on three key elements applied in this order:

Element	Spending
Cost of Living	Employees will receive the Cost of Living increase as per Appendix 1.
Performance and Progression	Approximately 0.4% of payroll cost
Management Discretion	The remainder of the 1.75% budget, approximately 0.28%

Performance and Progression

Approximately 0.4% will be spent on performance and progression. This will provide PAC-related pay increases and progress people through their pay band.

PAC-related rises are as follows:

PAC	Increase
O	Median x 50% x factor
E	Median x 37.5% x factor
A or NS	Median x 25% x factor
P	Median x 12.5% x factor
U	Not applicable

The "factor" is calculated to spend approximately 0.4% from the budget and is 0.0092

To ensure that individuals can progress through the band, rises are greater for those paid below a target percentage of their median, where the target is also PAC-related.

Increases are doubled until they reach the individual's target level, as follows:

PAC	Target	Increase	Scaling of increase below target	Scaling of increase above target
	(% of Median)			
O	125%	50.00%	200%	100%
E	112.5%	37.50%	200%	100%
A	100%	25.00%	200%	100%

NS	100%	25.00%	200%	100%
P	87.5%	12.50%	200%	0%
U	75%	0.00%	0%	0%

Management Discretion

Approximately 0.28% of the total budget is to be allocated to management discretion. Management discretion is to be considered for;

1. Pay anomaly (See below)
2. Where an individual has key or scarce skills
3. Where an additional increase is required over and above the pay calculations due to significant/outstanding contribution.
4. Addressing any gender imbalances in pay
5. Those who are adrift from their MRS

Pay Anomaly

Pay planning managers should still be alert to pay anomalies which are defined as:

- a. Individuals whose salary has not been increased for a number of years. Where an individual's salary has not been increased for a number of years a check should be made to ensure that the salary is at the level appropriate to the individual's current contribution and value.
- b. A pay anomaly can be defined as those who are below the median and performing well (A, E or O) in the same role for at least three years, or very well (E or O) for at least two years.

APPENDIX 4: Negotiation Timescale and Disclosure of Information

It is in the interests of the Company and its Employees that collective bargaining is conducted efficiently and on the basis of timely and reliable shared information.

Timescale

It is recognised that discussions around actual salary increases have a dependency on top level Company decisions. However, it is agreed that more general discussions can start before this point, these will include:

Activity	Time window (from 2018)
Identify and attempt to agree deviations from information detailed in Appendix 4.	By 16 th February
The Company providing the latest pay and benefit guidelines/comparators (if updated), based on population and salaries at 1 August the previous year.	By end of April
Unite and the Company will jointly review the timetable and agree any variations that are required	By end of April
The Company providing information as detailed in Appendix 4 (snapshot as of 1 st June) (incorporating any agreed deviations from the standard list)	By 11 th June
Unite submit and present to the Company negotiating team their annual pay claim	By end of June

Once the Company decisions referred to above have been made, the pay negotiations can further progress. Steps will be taken earlier where practicable.

Activity	Time window (from 2018)
Stage 1 negotiations	Offer voted on by 14 th August
If required stage 2 negotiations	Offer voted on by 30 th Aug
If required stage 3 negotiations	Offer voted on by 14 th September
Guidelines issued to line managers (following discussions between Unite & the Company)	By 22 nd September
Pay planning complete	By end of September
Pay review effective	1 st October
Company provides UNITE with information, snapshot at 1 st October	By 10 th October
Notification of pay review to individuals by managers	Before October pay date

For the August 2017 increase the following timescales will be followed

Activity	Time window
Guidelines issued to line managers (following discussions between Unite & the Company)	By 22 nd July 2017
Pay planning complete	By end July 2017
Pay review effective	1 st August 2017
Company provides UNITE with information, snapshot at 1 st August	By 10 th August 2017
Notification of pay review to individuals by managers	Before August 2017 pay date

Disclosure of Information

The Company is committed to meeting or exceeding the standard set out in the ACAS Code of Practice on Disclosure of Information to Trade Unions.

To streamline the process, a standard and consistent set of information will be disclosed in advance of annual negotiations, for monitoring of outcomes and for other collective bargaining that may take place during the year. The information will be disclosed in the same format each time wherever possible. Both Fujitsu and Unite will endeavour to provide data in an understandable format. Insofar as either side requires further clarification or explanation the other side will assist without delay. The standard information to be provided will comprise:

Generic information:

1. managers' guidelines (in draft if final ones are not yet available) for the "standard" pay review applying to people outside the bargaining unit
2. the size of the Corporate planned pay pot and budget (with an explanation of any difference between the two)
3. any financial considerations that the Company wishes to take into account
4. any roles where the Company wants to focus spending, for example to address recruitment or retention difficulties
5. any points relating to particular units (e.g. requirements to stage spending during the year), professional communities or roles
6. any external benchmarking information the Company uses for pay or benefits
7. List of roles which would be in scope of Recognition if undertaken by a Fujitsu employee which are currently being filled by contractors, temps or agency staff, including for each the job/skills; professional community code, location, start date, pay frequency, hours, contractor pay rate, indicated agency cost per month, performance rating, intention to offer role (y/n), business unit.
8. Figures for attrition over appropriate time periods, broken down by role code, for the UK as a whole and for the scope of the Recognition Agreement. This should include an explanation of which types of leavers are included in the figures. The figures will separate voluntary and involuntary attrition. The company uses a threshold of five employees for whether to calculate IRS, a level high enough to maintain anonymity. Where there are fewer than five people in the bargaining unit in a particular role code, role codes could be grouped logically until that threshold is reached, and then the attrition figures provided for that group of role codes.
9. Figures for vacancies over appropriate time periods, broken down by role code, for the UK as a whole and for the scope of the Recognition Agreement.
10. Any changes the Company wants to this Agreement of which it is already aware.

Comparator information in relation to each role for which there is someone in the bargaining unit:

11. Professional Community
12. Role
13. Professional Community Role Benchmark Level/Detail Code
14. Lower comparator for Rise+
15. Median salary for UK employees on the role code. Median salaries are to be calculated without including the salaries of those not managed on this pay system (see section 3)
16. Any other pay comparators. Where pay comparators are not available for pay planning the company will provide UNITE with alternative figures to be used instead.
17. Guideline benefit levels including car, medical, bonus, notice periods, overtime

Comparator information is produced periodically by the Company. The Company will promptly provide UNITE with the new information when it is updated in August and the Company will inform UNITE promptly if it proposes to change this schedule. Unless agreed otherwise, pay reviews will be based on the latest comparator information at the effective date of the pay review.

Anonymous information in respect of each individual in the bargaining unit:

18. A unique identifier for the individual which is the same in each set of disclosed information
19. Pay Bargaining Marker (e.g. UNITE07)
20. Contractual base location (Building Code)
21. Contractual date of joining (Contractual Join Date)
22. Date Joined Company
23. TUPE marker
24. Date Harmonised

25. Current salary (Salary)
26. Current salary effective date (Salary Eff Date)
27. Reason for salary increase (Change Reason Description)
28. Previous salary (Prev Sal)
29. Previous salary effective date (Prev Effect Date)
30. Performance Rating
31. Performance Rating date
32. Previous Performance Rating
33. Previous Performance Rating date
34. Which pay system are they managed on?
35. If applicable, their current Rise+ level and date
36. If applicable, their previous Rise+ level and date
37. Current Professional Community (Prof Community Code)
38. Current Role (Professional Community Role Code)
39. Current Professional Community Role Level/Detail Code (Benchmark)
40. Previous Professional Community
41. Previous Role (Prev Community Role Code)
42. Previous Professional Community Role Level/Detail Code (Previous Benchmark)
43. Date of last role code change
44. Amount of last promotional pay increase
45. Effective date of last promotional pay increase
46. Contractual working hours on the day before the snapshot relates to
47. Contractual working hours on the day the snapshot relates to
48. Organisation Unit "Group"
49. Organisation Unit "Division"
50. Organisation Unit "Div-1 Desc"
51. Organisation Unit "Div-2 Desc"
52. Organisation Unit "Dept Desc"
53. Pay Plan Manager Name
54. Current car category entitlement (i.e. what the individual currently has before trading up or down)
55. Medical Entitlement
56. Current bonus scheme, including incentive schemes (Bonus Eligibility Description)
57. Current on-target bonus level (including incentive schemes)
58. Current fuel card benefit
59. Pension Entitlement
60. Pension Scheme
61. Gender
62. Ethnic Origin
63. Year of Birth
64. Nationality
65. Disability
66. Leave Entitlement
67. Severance Scheme Description
68. Employer Notice
69. Employee Notice
70. OOH overtime code
71. OOH standby code
72. OOH shift allowance code

Details of the terms and conditions package on which FSESL staff are employed including:

73. Names of the roles in which staff are employed
74. Details of the pay band for each role
75. Details of any grading scheme
76. Details of any pay progression scheme
77. Details of working hours
78. Details of any annualised hours scheme
79. Details of holiday entitlement
80. Details of sick pay entitlement
81. Details of any medical entitlement
82. Details of any standby allowance rates
83. Details of any shift allowance rates

84. Details of overtime rates
85. Details of any pension scheme
86. Details of the bonus scheme
87. Details of the terms on which a company vehicle is provided

In all reports, the Company will specify the date to which each aspect of the information relates. The "previous" value means the value immediately prior to the most recent change in value.

For the avoidance of doubt, the levels to be provided are *prior* to any alterations an individual may have made to their package via a Choices scheme.

Fujitsu and Unite will discuss, with the assistance of ACAS, ways in which Fujitsu can provide Unite with information to monitor the implementation of agreements relating to the Excluded Group, any who have asked Fujitsu not to disclose their personal information to Unite, and any who are still within the time limit for objecting to the disclosure of their personal information to Unite.

Fujitsu will provide on a monthly basis the total numbers, broken down by contractual base location, of employees who are in the bargaining unit and have asked Fujitsu for exclusion and either:

- a) Have asked Fujitsu not to disclose their personal information to Unite, or
- b) Are still within the time limit for objecting to the disclosure of their personal information to Unite.

Should UNITE believe that additional information is required for a particular relevant purpose, it will make a specific request for this, explaining what is required and why, and the Company will respond within two weeks to such a request. Some examples of information that may be requested are shown below.

1. Total bonus/incentive payments received in last 12 months
2. Overtime paid in last 12 months
3. Standby paid in last 12 months
4. Shift paid in last 12 months
5. Hours recorded on SST or equivalent time booking system in the previous 12 months

Where applicable, the parties may decide to conduct negotiations on other topics or at additional times, which may also require different information.

APPENDIX 5: Graduate Pay System

The starting salary for employees on the new Graduate scheme is currently £29,000.

Individuals on the 2-year Graduate scheme (2015 intake) will receive up to four pay increases on a 6-monthly basis, based on their Performance Ratings. Subject to their performance (and the performance of the business), they will be allocated the following increases:

Increases	A	E	O
Year One: March	£1000	£1500	£2000
Year One: September	£1000	£1500	£2000
Year Two: March	£1500	£2000	£2500
Year Two: September	£1500	£2000	£2500
Total	£5000	£7000	£9000

Individuals on the 2-year Graduate scheme (2016 & 2017 intake) will receive up to four pay increases on a 6-monthly basis, based on their Performance Rating. Subject to their performance (and the performance of the business), they will be allocated the following increases:

Increases	A	E	O
Year One: March	£1000	£1500	£2000
Year One: September	£1000	£1500	£2000
Year Two: March	£1000	£1500	£2000
Year Two: September	£1000	£1500	£2000
Total	£4000	£6000	£8000

Any increases to the starting salary in this Appendix which are applied elsewhere in Fujitsu will also be applied to the bargaining unit. The Company will inform UNITE whenever these salary levels are reviewed.

Where an employee leaves a Graduate Development Programme to take a standard role in the company, ex-graduates usually remain within the same job. The move to a new role code is treated as a promotion but the Year Two September increase (as per the table above) is treated as the standard promotional pay increase. Larger promotional increases are allowed and may, for example, be awarded where the individual moves to a new role or passes an assessment centre. In line with other commitments in the bargaining unit ex-Graduates who have a salary below the Lower Comparator for their new role code will have their salary uplifted to this level.

It is the line managers' responsibility to ensure that graduates are aligned to an appropriate role code once they have completed the 2-year programme. Depending on which role codes the graduates move onto, an assessment centre may be required, or a change request to AskHR. The role code change must be completed by November following the end of the 2 year graduate programme in September.

Where an existing employee with a standard role code joins a Graduate scheme they will remain on their standard contract and role code but their salary will be no lower than had they joined the Graduate scheme directly.

APPENDIX 6: Apprentice Pay System

Apprentice schemes consist of learning through both academic study and learning on the job. Individuals can enter the Apprentice scheme at various levels, which attract various pay rates:

Apprentice Level	Starting Salary- year one	12 Month Salary- year two
Intermediate	£12,000	£14,500
Advanced	£15,000	£17,000
Higher level 4	£17,000	£18,000
Foundation Level 5	£18,000	£19,000
Bachelor Level 6	£19,000	£21,500

Any increases to the starting salary levels above which are applied elsewhere in Fujitsu will also be applied to the bargaining unit. The Company will inform UNITE whenever these salary levels are reviewed.

Any salary increases for individuals during the year, above the starting salary, would be at management discretion, based on performance.

An individual completes their apprenticeship when they have completed the academic element and their manager signs off that they have completed the relevant on-the-job learning. Managers should document the on-the-job learning required. Completing an apprenticeship may be quicker or take longer than two years.

An individual doing a higher level apprenticeship after completing a lower level one may not take as long because there may be overlap.

When an individual completes an apprenticeship, they have three options:

1. They apply for an apprenticeship at a higher level within Fujitsu (subject to availability).
2. Their manager completes a "Transform" to convert them to a permanent employee with a standard Professional Community role code.
3. They apply for another job inside or outside Fujitsu.

Where an Apprentice completes their apprenticeship and moves to a permanent job within Fujitsu their new salary will be treated in line with others in the bargaining unit - no less than the lower comparator for their role, and no less than the starting salary for the next apprenticeship level:

Completed Apprenticeship	Minimum Salary
Intermediate	Entry Level for Advanced
Advanced	Entry Level for Higher Level 4
Higher level 4	Entry Level for Bachelor Level 6
Foundation Level 5	Entry Level for Bachelor Level 6
Bachelor Level 6	Entry Level for Graduate Scheme

Where an existing employee with a standard role code joins an Apprentice scheme they will remain on their standard contract and role code but their salary will be no lower than had they joined the Apprentice scheme directly.

APPENDIX 7: Joint Activities

In various sections of this agreement there are commitments to work together on various activities. These are referenced here for convenience:

1. Rise+ cross skilling, section 4
2. Introduce new comparators, section 5
3. Reducing non-standard hours, section 8 a
4. Promotional Reward plans, section 10
5. Plan for reward and development on promotion, section 11
6. Review benefit car anomalies, section 12
7. Minimum benefit levels, section 12
8. Contractual pensions & TUPE, section 12
9. Equal Pay Review, section 13
10. Monitoring, section 14
11. Actions arising given the context of the 2017 agreement (the national offer to resolve the dispute), Appendix 1