

THE REAL **BLACK SHEEP** HANDBOOK

(We're not trying to pull the wool over your eyes)

Welcome to The Flock!



A MESSAGE FROM OUR CEO

“ Firstly, welcome to **‘The Flock’**. I am incredibly proud of what we are achieving every day here at Black Sheep Utilities and I am really looking forward to welcoming you as a new employee.

I hope you are excited about joining a forward thinking company, where you will be rewarded for your efforts and have amazing career progression opportunities. I want all of the **“Flock”** to **work hard and play hard**, you will see this through our regular outings and incentives, where I look forward to getting to know you.

Our mantra here is incredibly simple; **Be Outstanding**. Don’t try, do. Strive to be the best. Embrace the culture described in this handbook, it’s really important. Live and breathe it and success will be sure to follow.

The business is growing at a fantastic rate and you have joined us at a very exciting time! Thank you for choosing to join **“The Flock”**. ”

-Joe Anderson

!! ATTENTION !!

If you're looking for lengthy policies and procedures, then you're in the wrong place. This book is an employee's quick guide on how we keep this business running **sheep** shape and on how we expect **ewe** to embrace our culture.

At Black Sheep we are all proud to be part of '**The Flock**', as part of your induction we suggest you learn to embrace this with the frequent sheep puns you may find throughout this guide. They will be a regular occurrence in the workplace!

SIDE NOTE

You are also required to read about our other policies and procedures, you can find the Employee Handbook ("The Small Print") on PeopleHR.

Unless expressly stated otherwise, this handbook does not form part of your contract of employment. Our handbooks may be revised and updated from time to time. By taking employment with Black Sheep Utilities you are deemed to have undertaken to comply with these policies, practices and procedures.

(HR told us to put that in)

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Meet Rodney, our iconic Black Sheep.

Named by some of the original Black Sheep team (if you ask around you'll find out who they are!), Rodney reflects everything great about Black Sheep, displaying the fun side of our business.



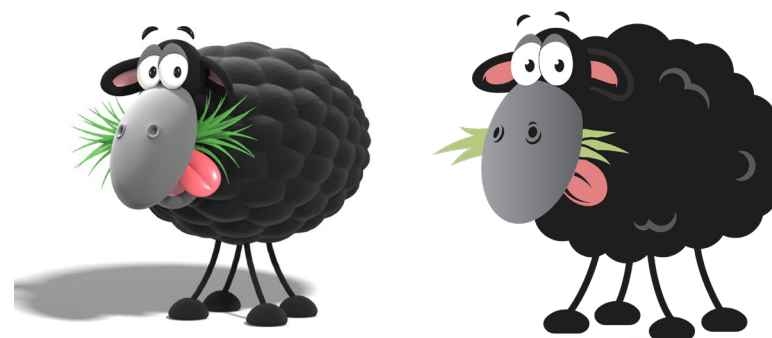
RODNEY

He's worn multiple fleeces over the years...



Section 1

The sentimental stuff



A BIT OF HISTORY

The company was founded in 2013, when CEO Joe Anderson and co-founder Dave Curnow combined Joe's entrepreneurial know-how along with Dave's knowledge of the utilities industry to bring Rodney, our prized Black Sheep - to life.

Prior to Black Sheep Utilities, Joe had run a successful lead generation company specialising in telecoms, Black Sheep Telecommunications. He knows a thing or two about selling and all the mentoring he gives will be driven from his own experience. Having started with around 10 employees, the company now sits proudly with a much larger head count and is continuing to grow. Having gone from a monthly target of £30,000 in 2013, Black Sheep celebrated its first £1,000,000 month in June 2018, an achievement realised by the collaboration of all the members of the Flock.

THE BLACK SHEEP TIMELINE



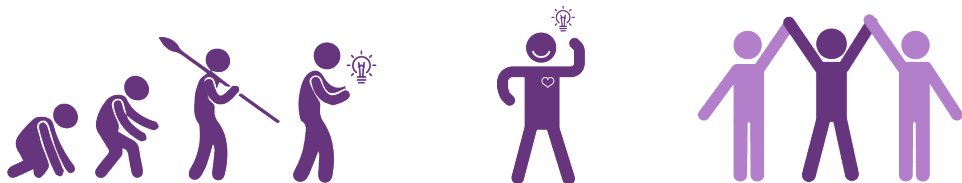
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Vision, Mission, Values

We believe that Black Sheep has become successful because of its core values and principles, which we will touch on more a bit later, which we have not strayed from as the company has grown. Our working culture is pivotal to our continued success, and now that you're part of **'The Flock'** it's important that you know what to expect. We won't pretend that we're perfect, but this handbook is an honest and open representation of what you can expect as you grow with us.



OUR VISION

“At all times, in everything we do, to be OUTSTANDING in our field”

OUR MISSION

“To be considered by both customers and suppliers as the Business Energy Consultancy that provides the most outstanding product proposition, service and support in the market, by utilising and developing its systems and people”

OUR VALUES

Evolution

Intelligence

Investing in People

Evolution



“Moving forward with a gradual and sustainable progression. If there is a better way, we will find it, if there’s not a better way, we won’t change it. Keeping an open mind to all ideas that allow us to grow into something better than we were yesterday.”

We are adaptable. We are progressive.

We are open minded. We try, test and improve.

We are an SME (Small/Medium Enterprise) and we need to adapt our practices quickly and efficiently in order to stay ahead of the game. Decisions are made fast and implemented quickly. You will be expected to go with the flow with these changes. We will welcome and reward you for your ideas, and when and where appropriate, we will try and test them out.

Intelligence



“We’re too productive to be busy, too resourceful to be inefficient. Taking our responsibilities and turning them into opportunities to do better. Working smart with the highest of standards, we’re standing out for all the right reasons.”

We work smart. We take accountability.

We are resourceful. We have high standards.

We stay on top because we do not rely on anyone else to get the job done for us. We take responsibility for everything we produce, utilising all the resources available to us, resulting in efficiency and excellent quality. Our reputation is hugely important. It’s up to everyone to keep the perception of our company positive. Every conversation you have, every email you send, whether it be to a supplier, a fellow employee or to our customers, you will be representing Black Sheep.

Investing in People



“Employ the best people, reward intelligence and evolutionary thinking with opportunities, through the best incentives, training, development and environment possible.”

Your only time is now. Make the most of it.
Get out of the **pen** and get involved!

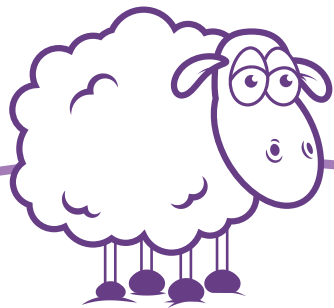
Black Sheep is a rewarding place to work and you will be expected to get involved and participate. We are continually organising social events. Afternoon drinks at the pub, to go-carting, a day at the races, boat trips, festivals to trips abroad. Work hard and we'll pay for you to play hard too.

We're very proud that we have been awarded with the Investors in People Silver Accreditation. This shows that we have been recognised by the organisation as an employer that has shown commitment to our staff, with a high standard of people management, we've created an environment where our employees feel valued, talent is recognised and developed, where our **“Flock”** members can thrive.

WHAT IT MEANS TO BE OUTSTANDING

6 key building blocks to our strong foundation

Every employee has a part to play in each of these building blocks. Whether directly or indirectly, you need to understand where you can play your part to keep Black Sheep **OUTSTANDING** in it's field.



To uphold the company values in all aspects of your work and day to day interactions.

To work with all suppliers, providing every price and service that a customer could want when arranging their utilities.

Knowing our customers needs and requirements and making our service fit them.

Keeping our customers happy for repeat business.

Instilling confidence to both suppliers and customers by having excellent product knowledge, organisation and professionalism.

Employing and training experts in every **field.**



Section 2

Getting down to business



TURNING UP FOR WORK

Before we touch on the culture of the business, it's probably a good idea to get you in the building first. Here's what you need to know.

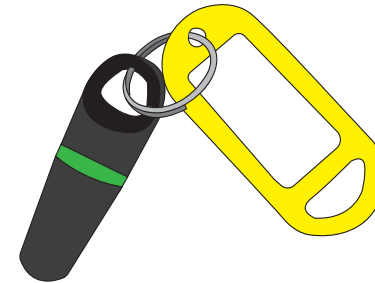
GETTING ACCESS

YOUR KEY TO THE OFFICE

You'll need a key fob to gain entrance to our offices. You should be issued with one of these on your first day. If you lose it you will need to pay to replace it at a cost of £10, this will be deducted from your wages at the end of the month.

IT'S YOUR RESPONSIBILITY TO KEEP IT SECURE.

The last thing we want is a **RAM**dom stranger entering our offices and helping themselves to our equipment. We would advise you not to lend your fob to your colleagues as should they lose it, then you will still be responsible for paying for a replacement.



YOUR FLOCK ID CARD

During your induction we will take your picture and supply you with your very own Black Sheep ID card, which you **must** wear at all times whilst in the office. As our company grows it's important that we can identify each one of our **Flock** members by name and by their purple lanyard. Visitors will be given a green lanyard and asked to sign the visitors book. This way we instantly know by looking at someone if they are, a **Flock** member, a visitor or someone that's gotten lost.

LOSS OR DAMAGE TO YOUR CARD

If you forget or misplace your lanyard, you must notify your manager. They'll be able to supply you with a florescent green lanyard, which you **must** wear until we're able to supply you with a new purple one. However this isn't ideal, so please try your best to look after the first one that you're given.

DRESS CODE

BUSINESS CASUAL

Dress Smart, Think Smart!

Dress to impress your customer, you may not be meeting your customer face to face but on every call you should project that presence! Dressing to impress will get you in the right mindset to uphold the high standards and quality that we expect. Take pride in your appearance, take pride in your work!



Appropriate

- ✓ Tailored trousers or chinos
- ✓ Jeans (straight or slim leg, no rips)
- ✓ Smart, clean trainers, shoes or boots
- ✓ Polo-shirt
- ✓ Button up shirt
- ✓ Blouse or smart top
- ✓ Dress/skirts, tailored or appropriate smart business
- ✓ Smart jumper, cardigan or blazer

Not appropriate

- ✗ T-shirts (can be worn under a button shirt)
- ✗ Jogging bottoms, sports shorts
- ✗ Ripped or baggy jeans
- ✗ Sports clothing
- ✗ Flip flops
- ✗ Hoodies
- ✗ Slogans or heavily branded clothes (small discreet logos only)
- ✗ Hats
- ✗ Wearing coats indoors
- ✗ Crop tops

It goes without saying that you shouldn't turn up to work in anything that poses a health and safety risk. If you decide to test the boundaries with your attire, then you will be sent home to change, unpaid, and action may need to be taken under our Disciplinary procedure.

For those of you who want to fly the Black Sheep Utilities flag, branded polo shirts and fleeces are available to order free of charge from facilities@blacksheeputilities.co.uk (max of 5 polos and 1 fleece per annum).

SIDE NOTE

When wearing an ID badge or uniform you are an easily identifiable representative of the Company. Act responsibly and not bring the company name into disrepute at any time!

(HR made us put that bit in!)

HOURS OF WORK AND EXPECTATIONS

Your hours are outlined in your contract of employment. You will notice that it's expected that you are at work in good time, with your tea at your desk and headset on before the day is due to start. If your day starts at 8.45am please don't arrive at 8.44am and then go and make yourself a coffee and some toast. Lateness, at whatever point during the day, will be handled by the disciplinary procedure in The Small Print.



LUNCH AND BREAKS

The majority of staff will take their lunch break at 1pm unless there is a requirement for an earlier lunch break to be taken. Lunches are unpaid. You will be given a paid 10 minute break around 11am. **Use these times to make social conversations with your colleagues, respond to non-work messages, browse your social media accounts, and organise personal appointments,** as these activities should not take up any other part of your working day.

Please don't eat at your desk, lets keep the keyboards crumb free! We have provided plenty of room for you to sit and socialise with your colleagues whilst you eat, take the opportunity to get away from your desk and get to know **The Flock!**

MOBILE PHONES

Mobile phone usage is not permitted during working hours, except for those with a business requirement.

Feel free to use your phone during your designated breaks, but during times of work we expect you to be 100% focused on the task at hand and not scrolling through Instagram - **#dontdothat**
Phones may be left on, but should be on silent to avoid distracting others.

NOT TURNING UP FOR WORK



SICKNESS/ABSENCE LINE

01273 914003

SICKNESS

Our philosophy when it comes to absences is simply:

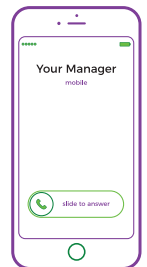
“You should come to work unless you are physically unable to.”

This means if you have the sniffles, then we would expect you to come into the office. If you're going to start an epidemic stay at home otherwise you will be expected to come in with a packet of tissues and some Lemsip.

If you are unable to come into work due to ill health you must telephone the absence line at least 15 minutes before you start work, clearly giving the exact nature of your illness.

If no one is available to take your call then you need to leave a message stating who you are, making sure to give your full name clearly and specifying exactly why you are unable to come into to work. Please avoid using terms like “I’m unwell” or “I’m not feeling great”, we need a more accurate reason for your absence as it will be placed on your PeopleHR record, so it’s highly important that it’s correct. We’ll also need to know when you are expected to be back and any additional information regarding work that might be helpful, as we’ll need to redistribute your workload during your period of absence.

**YOUR MANAGER MAY NEED TO CONTACT YOU
REGARDING WORK SO PLEASE MAKE SURE THAT YOU
KEEP YOUR PHONE ON DURING YOUR ABSENCE.**



You will be expected to call in **EVERY DAY** that you're sick unless you have a doctors note which signs you off for a specified amount of time.

If you know you will be off work for a while it's important you keep us up to date with your condition and when you expect to return to work.

If you forget to notify us or keep us informed then your absence will be treated as unauthorised and will be dealt with under our Disciplinary Procedure.

RETURNING TO WORK AFTER SICKNESS

Once you are well enough to return to the office you will have a return to work interview with your line manager. It's important at this meeting that you let us know if there is anything we need to do as an employer to aid your recovery. It might not always be possible, but where reasonable and safe to do so we will try to accommodate.

LATENESS

You're really going to be late?

Right...

IN SHORT,
DON'T BE LATE.

ABSENCE/LATENESS LINE NUMBER

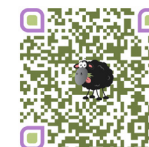
01273 914003

Leave in plenty of time, have a contingency plan if your travel plans fail. If circumstances lead you to be late then call the absence line and let us know.

DOCTORS, DENTISTS AND HOSPITAL APPOINTMENTS

We encourage staff to make non-urgent doctors and dentist appointments outside of work hours, however, if this is not possible we ask you to plan an appointment at a time that is not too disruptive to your working day. You will be required to use your holiday allowance to cover these appointments, including any hospital appointments. There are different procedures if you are expecting a little lamb, you will be able to view relevant policies in The Small Print.

SIDE NOTE



We have a full policy on sickness, absence and lateness. Please read it if you think you need some extra guidance. It covers things like prolonged periods of sickness, special leave, office closures and severe weather. You can access this document by scanning the QR code to the left. All you need to do is hover your phone camera over the code and the link will pop up!

(HR made us put that bit in!)

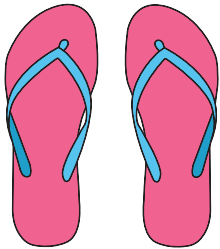
HOLIDAYS

Now and then you may feel like taking a break from work, and that's OK, we're not offended. Your holiday entitlement is laid out in your contract.

When planning a holiday, make sure you give us plenty of notice.

You will only be granted holiday if:

- ✓ You have accrued enough entitlement
- ✓ Your team hasn't reached the maximum of number people allowed off at the same time
- ✓ You have provided enough notice (4 times the length of your holiday).
- ✓ You have worked for a minimum of 3 months (any holiday during this time needs to be disclosed during the recruitment process)



PLEASE DO NOT PAY FOR A HOLIDAY BEFORE HAVING YOUR TIME OFF AUTHORISED.

In the case that a manager needs to decline a holiday after you've booked your flights, firstly, they would find that quite terrible news to deliver, and secondly, you'd be pretty miffed! So always make sure the holiday is authorised before you part with your hard-earned cash.

Just so you know, we are unlikely to grant holiday retrospectively, so you need to book in advance to avoid unauthorised absences.

We have found that employees who do not take advantage of their holiday allowance tend to have higher sickness levels. We advise that you take at least two 5 day duration holidays from work to make sure you have a healthy break. It's quite disruptive to have multiple 1 day holidays, so we will restrict the number of 1 day holidays to 5 per calendar year. Make sure that you use your entitlement as it won't be carried forward into the next year or paid out at the end of the year.



YOUR BIRTHDAY

On your birthday we want you to relax and celebrate in style. So take the day off! We'll book it all in advance for you and schedule it into your PeopleHR planner. If your birthday falls on the weekend then we will book the Friday off for you instead.

To be eligible you must have been a part of the **Flock** for 12 months or more, and had no more than 5 days sickness/absence in the previous 12 month period. If you are on a Performance Improvement Plan, or have been subject to disciplinary action in the last 12 months you will not be eligible. In rare circumstances we may need to provide you with an alternative day, the choice to move this date (within the calendar month) will be at the company's discretion.

CHRISTMAS

We ask that you save a maximum of 3 days holiday to cover the Christmas period. Holidays over Christmas will be disclosed to you at the beginning of the year. Holiday is restricted in November and December, and any holiday entitlement remaining at the end of the year should be taken from the last working day in December backwards. These rules may differ per department, for more information please ask your line manager.



YOU WANT MORE ANNUAL LEAVE??

Of course you do!

ATTENDANCE BOOSTER

For every six-month period with no absence you will receive an additional day's annual leave, and if you continuously achieve this you could earn up to a maximum of 5 extra days!

To keep the additional days you must have no more than one instance of absence lasting longer than 2 days in the following six-month period. If you do not achieve this, then 1 day of your additional allowance will be deducted. Deductions will not be made below your contractual length of service allowance.

If you keep within the boundary above then your additional holiday remains the same, however, if you have no absence in the following six month period then you get another day! (up to a max of 5)

Unpaid leave and lateness are also taken into account when considering absences so please make sure you make any personal appointments outside of working hours.

If you would rather have the cold hard cash, then any days over your contractual days (including those days gained through length of service) can be sold back to the company, see page 35 for more information.

If you joined the company part way through the 6-month period and go on to qualify, you will receive a half day. If you work part-time and your holiday is calculated in hours you will receive a daily average (in hours).

UNPAID HOLIDAY

As a rule, we do not encourage anyone to take unpaid holiday. If there are exceptional circumstances, we advise you to discuss it with your manager who will authorise unpaid holiday at their discretion.

GETTING PAID



Lets not **bleat** around the bush, the majority of our staff are motivated by money, we're a sales company after all! Black Sheep Utilities are a Living Wage Employer (that's a real accredited thing, not something we have made up), and pay our staff competitively and fairly for the roles they do. How much you can expect to get paid is contained in your Contract of Employment.

WHEN AND HOW

You'll be paid by bank transfer on the last working day of every month. To ensure that all commission payments are as accurate and up to date as possible, the payroll process will not be completed until mid day on the day that payment is due. This means your wages can take until 5pm on the last working day of the month to appear in your account. Unless you started employment on the very last working day of the month, you will be paid for the time you've worked that month.

COMMISSION

If you're lucky enough to get paid some commission for the work you complete, your commission will be paid (in accordance to your Schedule 2 which accompanies your contract) alongside your monthly salary. If it's necessary to change the way in which we pay commission, or change the structure that you're on, we will try our best to make sure you are not left out of pocket, and give you as much notice as possible, being no less than one week.

PAYSLIPS

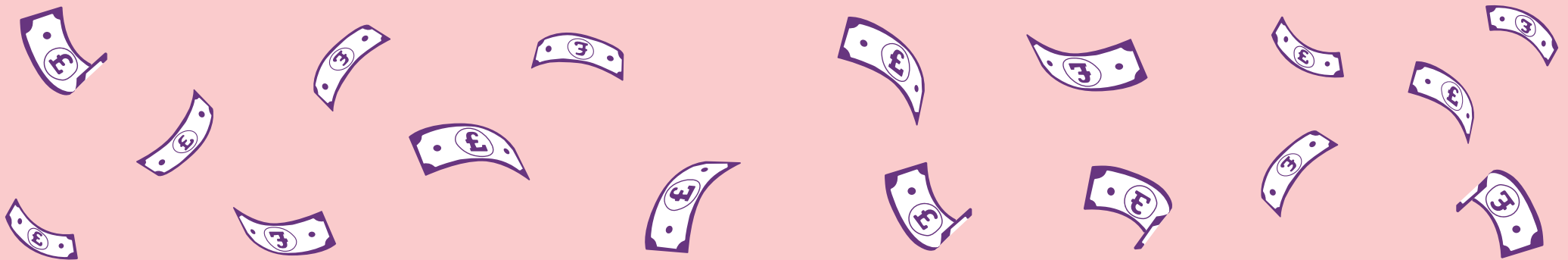
All payslips and commission statements are uploaded onto PeopleHR the day before payday. This gives you a small window of time to raise any concerns you have about your pay. Make sure you email payroll@blacksheeputilities.co.uk if you notice something that doesn't seem right and they will try their best to rectify it for you before the money is transferred.

OVERTIME

You will often see staff coming in early, working through some of their lunch and working late. They do this because they have an **OUTSTANDING** work ethic, it is not overtime. Please do not undertake unauthorised overtime and expect to get paid for it. We will encourage all staff to do what ever is reasonable to get their work completed, and should you wish to go the extra mile and stay late or work through some of your lunch you do so for your own sense of pride and work ethic. If there is a genuine need to undertake overtime you will be approached by a member of the management team and it will be agreed by both parties in advance.

WAYS TO TOP UP YOUR PAY-PACKET

There are additional ways to earn a little extra. It's important to know that they aren't contractual, just a current added benefit.



RECOMMEND A FRIEND

We are always looking for talented members of staff. If you know of someone who fits the bill for one of our advertised positions then recommend them to us! Should they be recruited you will receive £250 for every 3 months they are with us (and not under notice), up to a maximum of £1,000. (If you are a manager you don't qualify for this bonus). In order to qualify for this bonus, the person you recommend to the company must mention your name at the beginning of the recruitment process, whether it be over the phone or through a job board.

ATTENDANCE BOOSTER PAYBACK

TIME IS MONEY PEOPLE! And we realise that your time is just as valuable as ours! If you value money more than your time, then you can sell back some of your unused annual leave in December each year, earning yourself a nice little bonus!

You can only sell back days that you have been accrued either through length of service or the attendance booster. You must take a minimum of 20 days leave per calendar year!

EMPLOYEE SUGGESTIONS

You can access the Employee Suggestions Form by hovering your phone camera over the QR code on the right. A link should pop up and direct you straight to the page. If you make a strategic suggestion that is later implemented, you will be rewarded with £50. The suggestion has to offer a genuine business benefit. Feel free to suggest 'more bananas in the kitchen', but we won't consider that to be strategic and you won't be getting that reward.



BONUSES

If you've been OUTSTANDING and deserve recognition you may be rewarded with a one off monetary bonus. For example, we may operate an 'Employee of the Month' scheme, or run an incentive which rewards employees with a gift voucher or cash in their payslip (sorry, these bonuses are all taxable – we don't make the rules!). These types of rewards will take into consideration all elements of your performance, including attendance and punctuality.

GROWING YOUR FLEECE



SELECTION AND PROMOTION

If you're excelling in your role or if you've shown that you have skills that could benefit the business in a different way, then we will make sure that it's known. All positions are advertised internally first, so make sure you keep your eye out if you're looking to grow within the business and don't be afraid to apply. As we like to adapt to keep our business current, there are always positions becoming available.

GETTING FEEDBACK

You are likely to have regular adhoc feedback from your manager, or anyone with the authority to provide feedback. The feedback provided will be honest, to the point, and will leave you with the knowledge of how to further your progress.

YOU WILL BE GIVEN

the whole truth,
the full truth and
nothing but

THE TRUTH.

Training sessions and informal feedback sessions will be a continuous process at Black Sheep. All feedback you will receive will be frank, to the point and honest. All calls at Black Sheep are recorded and we will use the calls for training, this does mean that your phone call will be played to a team of people. This is not to humiliate you, but to make other people hear the right and the wrong things to say in order to make Black Sheep a Centre of Sales Excellence. Feedback may be provided in a one to one session, or may be conducted as a group, in either case it is expected that the feedback is taken with the best intention, to make you **OUTSTANDING**.

If informal feedback is not being taken on board, it may be necessary to use a Performance Improvement Plan (PIP) and failing that the capability procedure within the 'Small Print' handbook.

You can expect yearly pay reviews. In the first 5 years of your employment, your basic rate of pay will increase, assuming that you meet all the criteria, in line with what is detailed on your Schedule 2. This is non-contractual and at the sole discretion of the company. Where possible, any subsequent payraises will be at or over the rate of inflation.

TARGETS AND KPIS

We are dedicated to making **ewe** the best version of **ewe** that **ewe** can be, so we will use Key Performance Indicators to monitor your performance. These will be looked at daily and will allow us to hone your training, highlight any objectives that you have achieved and indicate any areas of improvement.

Depending on your department, it is likely that you will be given targets to achieve. These will depend on your role, and your experience in the company. Targets are likely to change from time to time, and are there to challenge you and nurture you allowing you to achieve your full potential. Embrace the challenge!

HITTING THE HAY

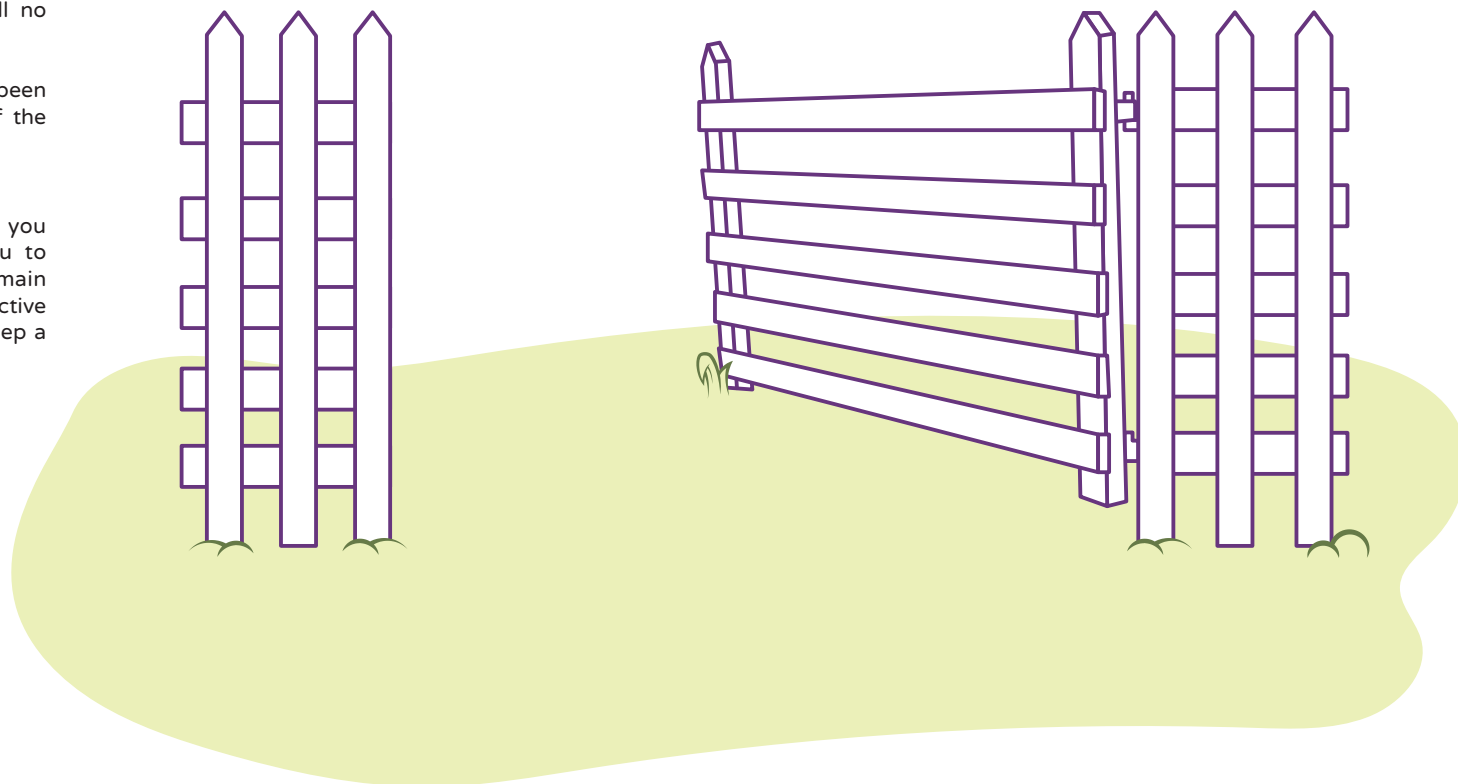
When it's time to move on there are a couple of things that you need to bear in mind.

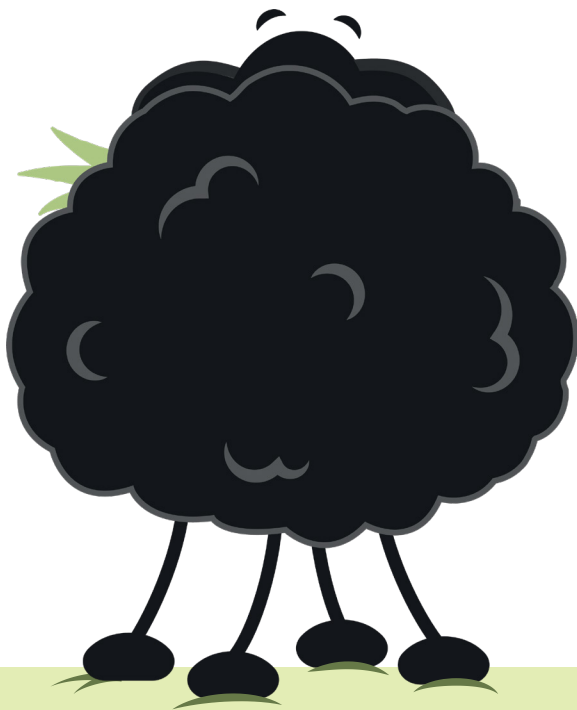
- ✓ Make sure you hand in your notice in good time. Your written notice should include the current date and the last date you expect to work.
- ✓ Hand back your key fob. If you don't you will be deducted £10 from your final payslip as a charge for a lost key fob.
- ✓ Hand back any equipment that has been loaned to you.
- ✓ Your access to PeopleHR will be revoked, which means access to your payslips and all other documents will no longer be available.

Your P45 will be sent in the post after your final pay has been processed. You will be paid on the last working day of the month along with normal payroll.

HELP US MAKE IT BETTER

We do not conduct exit interviews, but we will send you an email with an Exit Questionnaire that we ask you to complete. The information in this questionnaire will remain confidential, and we ask that you are honest and constructive in your feedback so we can continue to make Black Sheep a positive and great place to work.





Outstanding in our Field

Version 2.0