Boleskine House
General Wade's Military Road
Inverness, Inverness-shire
IV2 6XT

Fair Work First Policy

The Boleskine House Foundation SCIO ("BHF") is committed to advancing the Scottish Government's Fair Work First principles and to providing a fair, inclusive and supportive working environment for its employees.

BHF recognises that fair work benefits employees, the organisation and the wider community. In applying Fair Work First, BHF has particular regard to the five dimensions of Fair Work identified by the Fair Work Convention:

Security – providing appropriate security of employment, work and income;

Respect – treating employees with dignity and recognising their contribution and personal worth;

Effective Voice – providing an environment in which employees are encouraged to express their views, raise concerns and contribute to decisions affecting their work;

Opportunity – promoting fair access to employment, training and opportunities for development; and

Fulfilment – seeking to provide meaningful, rewarding work within a positive and supportive working environment.

BHF currently employs a small team comprising full-time, part-time, seasonal and casual staff. As the organisation develops, we are committed to ensuring that our employment practices continue to reflect the Fair Work First principles.

1. Effective employee voice

BHF is committed to ensuring that employees have an effective voice within the organisation.

We seek to achieve this by:

- maintaining regular communication between employees, line managers and Trustees;
- providing employees with opportunities to raise operational matters, concerns and suggestions;
- encouraging employees to contribute ideas about the development of BHF and the visitor experience;
- ensuring that employees are able to raise concerns confidentially where appropriate;
- maintaining appropriate grievance, whistleblowing and other employment procedures;
- consulting employees where proposed changes may materially affect their roles or working arrangements; and
- being open to engagement with recognised trade unions or other forms of employee representation should employees wish to pursue these arrangements.

As a relatively small organisation, BHF benefits from direct communication between employees, management and Trustees. We will keep our arrangements for employee voice under review as the organisation and workforce grow.

2. Investment in workforce development

BHF recognises the importance of developing the skills, confidence and experience of both its employees and volunteers.

We:

- provide induction and role-specific training appropriate to each employee's responsibilities;
- encourage formal and informal learning and continuing development;

- provide appropriate health and safety training;
- support employees and volunteers in developing skills relevant both to their existing roles and their wider development;
- seek to provide opportunities for young people, work experience, apprenticeships and other routes into employment where practicable;
- encourage employees to identify areas in which additional training or development would be beneficial; and
- keep health, safety and wellbeing matters under review, taking account of feedback from employees and volunteers.

BHF's **Equality, Diversity and Inclusion Policy** applies to recruitment, employment and volunteering and supports our commitment to providing fair access to opportunities.

3. Appropriate use of zero-hours and casual contracts

BHF does not use zero-hours, casual or supply contracts as a substitute for permanent employment where there is an ongoing and predictable requirement for a role.

There are circumstances in which genuinely flexible arrangements are appropriate, particularly given the seasonal nature of BHF's visitor operations and the variable requirement for certain types of work.

Where zero-hours or casual arrangements are used:

- they will reflect a genuine operational need;
- individuals are not guaranteed a particular number of hours unless their contract provides otherwise;
- workers are not required to accept work offered to them unless their contractual arrangements provide otherwise;
- individuals will not be disadvantaged simply because they are unable to accept a particular shift or period of work; and
- the arrangements will be reviewed where the pattern of work develops into a regular and continuing requirement which may be more appropriately dealt with through another form of contract.

BHF will continue to monitor the use of such contracts to ensure that they are being used appropriately.

4. Tackling the gender pay gap and promoting a diverse and inclusive workplace

BHF is committed to equality of opportunity and to developing a diverse and inclusive workplace.

We seek to:

- recruit on the basis of skills, experience and suitability for the role;
- provide equal access to employment, training and development opportunities;
- identify and address unnecessary barriers to employment;
- ensure that pay decisions are fair and based upon objective considerations;
- promote an environment free from discrimination, harassment and bullying; and
- periodically review our employment practices as the size of our workforce increases.

Our approach is supported by BHF's Equality, Diversity and Inclusion Policy.

5. Real Living Wage

BHF is committed to fair pay and to the principles underlying the Real Living Wage.

BHF pays all employees at least the Real Living Wage, subject to the particular circumstances of their employment and any relevant statutory requirements.

As our employment arrangements become more established, BHF will keep under review the benefits of formal accreditation as a Living Wage employer.

6. Opposition to fire and rehire practices

BHF opposes the inappropriate use of dismissal and re-engagement ("fire and rehire") as a means of changing employees' contractual terms.

Where changes to employment arrangements are required, BHF will:

- ensure that there is a genuine and legitimate organisational reason for the proposed change;
- communicate openly with affected employees;
- seek to achieve changes by consultation and agreement wherever reasonably possible;
- give employees a meaningful opportunity to express their views and propose alternatives; and
- consult appropriately with any recognised trade union or employee representative where applicable.

Dismissal and re-engagement would only ever be contemplated in exceptional circumstances and following appropriate consultation and consideration of reasonable alternatives.

7. Fair Work First in procurement

Where relevant and proportionate, BHF may take Fair Work First principles into account when procuring goods, works or services.

Fair Work First requirements may form part of tender evaluation, contract management or service level arrangements where appropriate to the nature and value of the contract.

Monitoring and review

Responsibility for implementing this policy rests with the Trustees of The Boleskine House Foundation SCIO, supported by employees with management responsibilities.

BHF is committed to ensuring that Fair Work First is reflected in its day-to-day employment practices and not simply in its written policies. Employees are encouraged to provide feedback on BHF's employment practices and to raise suggestions or concerns about how the Fair Work First principles are being applied.

This policy will be reviewed periodically and particularly where there are significant changes to BHF's workforce, employment practices or relevant Scottish Government Fair Work First guidance.

Approval and employee agreement

This policy reflects The Boleskine House Foundation SCIO's commitment to advancing the Fair Work First principles and has been agreed jointly between BHF and a representative of its workforce.

For and on behalf of The Boleskine House Foundation SCIO

Name: Keith Readdy Position: Chairman

Signature:  Date: 29.09.2026

Employee / Workforce Representative

Name: Alex Barry Position: Estate Manager

Signature:  Date: 29.09.2026

Originally adopted: 17 November 2023
Reviewed and updated: September 2026