



Conduct and Standards Policy

Policy No: HR0002

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Revision Number	4
This Revision Status	Final
Summary Purpose	Outlines the standard of behaviour expected at all times
Summary Scope	All David MacBrayne Group employees, Agency workers and Contractors.
Policy Owner	Head of HR Business Partnering
DML Board Approved	01 September 2026





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1. Purpose

This policy details the main standards of behaviour that you need to adhere to and details the behaviours that the Company would normally regard as misconduct or gross misconduct. The standards of behaviour and the details of misconduct/gross misconduct listed in this policy should not be considered exhaustive.

2. Scope

This policy and procedure will be applied as follows:

- All employees of companies within the David MacBrayne Group whether permanent, temporary, fixed term, part-time or seasonal are governed by this Policy and Procedure.
- The policy also applies to agency workers and contractors and their staff whilst working for, or on behalf of, the Company.

2.1 Your Duties and Responsibilities

You are under a duty to comply with the standards of behaviour required by the Company and to behave in a reasonable manner at all times.

2.2 Attendance and Timekeeping

You must:

- comply with the rules relating to notification of absence set out in the Company's Absence Policy
- arrive at work promptly, ready to start work at your contracted starting time
- remain at work until your contracted finishing time
- remain available and contactable during your working hours
- obtain management authorisation if for any reason you wish to arrive later or leave earlier than your agreed normal start and finish times.

The Company reserves the right not to pay you in respect of working time lost because of poor timekeeping and/or not being available and contactable during your working hours.

Persistent poor timekeeping may result in disciplinary action.

2.3 Conduct Standards

You must:

- maintain satisfactory standards of performance at work
- comply with all reasonable management instructions
- co-operate fully with your colleagues and with management
- ensure the maintenance of acceptable standards of politeness
- take all necessary steps to safeguard the Company's public image and preserve positive relationships with all persons and organisations connected to the Company



- ensure that your behaviour does not constitute bullying, harassment, sexual harassment, victimisation or unlawful discrimination
- comply with the Company's Operating Policies and Procedures

Unless otherwise instructed, personal mobile telephones must be switched off or always switched to silent mode during normal working hours.

2.4 Flexibility

You may be asked to work additional hours at short notice, in accordance with the needs of the business, however for those eligible the appropriate premium will be paid.

2.5 Confidentiality

You must keep confidential, except as required by law, both during your employment and at any time after termination, all information gained in the course of your employment about the Company and that of all persons and organisations connected to the Company.

3. Conduct While Representing The Company

As a general rule, behaviour outside of normal working hours is a personal matter and does not directly concern the Company. However, there are some exceptions to this rule. The Company will become involved when incidents occur:

- at office parties or other work-related social occasions or gatherings
- at social occasions or gatherings organised by a third party, where you have been invited in your capacity as an employee
- at work related training or conferences
- while working away on business on behalf of the Company
- if you are in work uniform and/or you can be associated with the Company in another way i.e. through social media

On these occasions you are expected to behave in an appropriate and responsible manner, keeping in mind that you are representing the Company. You are instructed specifically not to consume any alcohol at such events where you are driving.

Any employee whose conduct brings the Company into disrepute will be subject to the Company's disciplinary procedure. Such behaviour may be viewed as gross misconduct and could render the employee liable to disciplinary action up to and including dismissal without notice.

3.1 Attendance at meetings either in house or off site

Whilst attending meetings, you are expected to behave in a professional manner and be respectful. Written notes may be taken at meetings; however, 'recording' of meetings is not allowed by any party. Any covert 'recording' of conversations at meetings may be deemed a breach of trust in the relationship and may lead to disciplinary action being taken.



3.2 Outside activities and other employment

You are not permitted to engage in any activity outside your employment with the Company that could reasonably be interpreted as competing with the Company.

You are required to seek permission from management before taking on any other employment while employed by the Company.

3.3 Health and Safety

It is your duty and responsibility to familiarise yourself with, and to comply with, the Company or any third party's health and safety policies and procedures. Breach of these rules may result in disciplinary action, up to and including the termination of your employment without notice for gross misconduct.

You must report all accidents, however minor, as soon as possible.

3.4 Dress and Appearance

The personal appearance of employees makes an important contribution to the Company's reputation and image. For this reason, it is important that your dress and appearance is professional and reflects the environment in which you work.

All employees will be expected to comply with any management instructions concerning dress and appearance, including the wearing of appropriate PPE.

3.5 Property and equipment

You are not permitted to make use of Company or a third party's telephone, fax, postal or other services for personal purposes.

You must not remove property or equipment from Company or a third party's premises unless for use on authorised business or with the permission of management.

Where you damage property belonging to the Company either through misuse or carelessness, the Company reserves the right to make a deduction from your pay in respect of the damaged property.

On termination of your employment, you must return all Company property, such as keys, staff passes, laptops, mobile telephones, Company vehicles, documents or any other items belonging to the Company. If you fail to return company property, the Company reserves the right to make a deduction from your final pay.

3.6 Personal searches

The Company may, in limited circumstances and with due cause, request to search cabins and/or personal belongings, as well as Company-owned property such as, but not limited to, lockers, desks, and company vehicles/campervans.

Any personal search will only be carried out with the employee's express consent at the time of the search. Searches will be conducted in private by an authorised person, with an independent witness present. The authorised person will not physically touch the employee or their belongings; the employee will be asked to present items for inspection.



If an employee does not consent, the Company will not carry out a physical search. However, refusal may be addressed under the Company's disciplinary procedure where a reasonable management instruction has not been followed.

3.7 Personal property

You are solely responsible for the safety of your personal possessions on Company premises and should ensure that your personal possessions are kept in a safe place at all times. If you find an item of lost property on the premises, you are required to inform management immediately.

3.8 Environment

In order to provide a cost-effective service, you are requested to use Company equipment, materials, and services efficiently. You should try to reduce wastage and the subsequent impact on the environment by ensuring that you close windows, avoid using unnecessary lighting or heating or leaving taps running, switch off equipment when it is not in use and handle all materials with care.

4. Breach of this policy

A breach of the Company's standards of behaviour is likely to result in disciplinary action being taken.

4.1 Misconduct

Set out below are details of behaviour that the Company views as misconduct, which is likely to result in disciplinary action. This list is not exhaustive. Such behaviour includes:

- persistent poor timekeeping
- minor damage to the Company's property
- failure to observe Company procedures
- unreasonable refusal to follow an instruction issued by a manager or supervisor
- unacceptable behaviour, such as being rude and / or using inappropriate language to customers or fellow employees
- persistent poor attendance / absenteeism
- persistent poor performance or lack of capability to carry out role to the required standards
- failure to wear PPE
- not working and/or being uncontactable during working hours
- conduct prejudicial to the interests or reputation of the Company

Regarding poor performance or capability, if after performance management discussions with the line manager, the required standards of performance are not being achieved a Performance Improvement Plan (PIP) will be applied.

Please also note that the examples above could also be considered gross misconduct, dependent on the impact and consequences of your actions.



4.2 Gross Misconduct

Set out below are details of behaviour that the Company views as gross misconduct, which is likely to result in dismissal without notice. This list is not exhaustive. Such behaviour includes:

- theft, dishonesty, or fraud
- deliberate recording of incorrect working hours
- unauthorised absence
- Smoking or vaping in non-designated areas
- sleeping during working hours
- verbal or physical assault, acts of violence or aggression
- bullying
- unacceptable use of obscene or abusive language
- possession or use of or being under the influence of non-medicinal drugs or alcohol on Company premises; during working hours or when rostered on a vessel (signed on Articles).
- wilful damage to Company, employee, or third-party property
- unauthorised possession or misappropriation of Company property, or another employee or third party's property
- serious insubordination
- serious or gross negligence
- bringing the Company into disrepute
- falsification of records or other Company documents, including those relating to obtaining employment
- harassment, sexual harassment, victimisation or unlawful discrimination, as defined within the Company's Equality, Diversity and Inclusion, Harassment and Bullying and Sexual Harassment policies
- refusal to carry out reasonable management instructions
- gambling, bribery, or corruption
- serious breach of health and safety and environmental policies and procedures
- serious breach of the Company's rules, policies, procedures, notices, and statutory regulations
- breach of confidentiality, including the unauthorised disclosure of Company information to the media or any other party
- unauthorised accessing or use of computer data or systems
- unauthorised loading of software, which is unlicensed or illegal, and misuse of e-mail or internet / intranet facilities
- unauthorised copying of computer software

5. Document Review

The Policy Owner is responsible for reviewing this document yearly, in consultation with other members of the Executive as required.

Notwithstanding above, all personnel have a responsibility to use this document critically and to forward any suggestions for its improvement through management line or use the [Feedback](#) function in the SharePoint Company Management System.



6. Document Change Information

The table below notes the changes made since the document was previously published.

Date of change	What changed	Who changed (title)	Who changed (name)
20/12/2023	Transferred to new template	Head of HR Services	Carol Macfarlane
17/12/2024	Updated version number from 1 to 2. Amended review date to 01.04.2027	Head of HR Services	Carol Macfarlane
23/12/2025	Formatting changes only	HR Business Partner	Natasha Kerr
16/01/2026	Sec 3.5 updated to “If you fail to return company property”;	HR Business Partner	Tricia Harwood
18/08/2026	Updated Sections 2.3 and 4.2 to strengthen and align behavioural standards relating to bullying, harassment, sexual harassment, victimisation and unlawful discrimination. Added cross-reference to the relevant HR policies and removed outdated/ambiguous gross misconduct wording.	HR Business Partner	Tricia Harwood