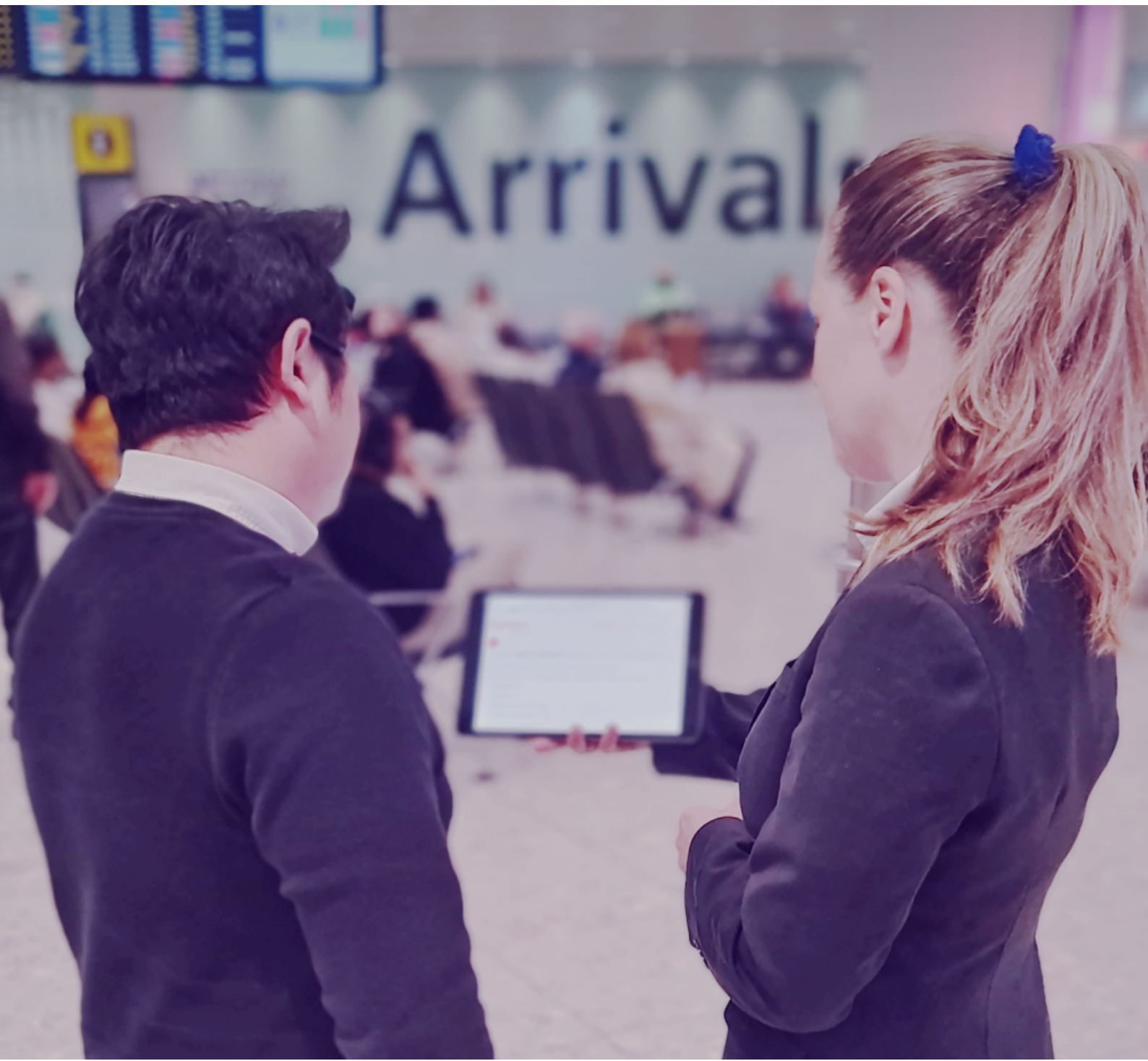


INTERVIEWER HANDBOOK 2023

MARKET RESEARCH SURVEY TEAM



Contents

1. Introduction	4
1.1 Disclaimer and acknowledgment	4
1.2 Confidentiality	4
2. Epinion – Team Heathrow	5
3. Market Research Team	5
3.1 Statement of employee terms and conditions	5
4. Availability	6
4.1 Giving availability	6
4.2 Taking back availability	7
5. Absence unable to work	7
6. Sickness & return to work	8
7. Changes to personal information	8
8. Standard performance and appearance	8
8.1 Arriving on shift	8
8.2 Appearance	9
8.3 Uniform	9
8.4 Personal property	9
8.5 Use of telephones	10
8.6 Smoking	10
8.7 Alcohol and drugs	10
8.8 Finishing Shift	10
9. Code of conduct/gross misconduct/serious misconduct	10
10. The Disciplinary Process	11
11. Bullying & harassment	16
12. Grievance Policy	18
13. Training	21
14. Interviewing in practice	21
15. Airport ID & Security	24
16. Escorting and accompaniment of airside shifts	25
17. Customer service standards	26
17.1 Passenger complaints	27
18. Health and safety	27

18.1	Safety procedures	27
18.2	First Aid	28
18.3	Reporting injuries and illness.....	28
19.	Fire safety	29
20.	Working as a Field Interviewer	31
21.	Airport contact	31

1. Introduction

Welcome to the Market Research Team at Heathrow airport where we play a huge part in making every journey better.

The following is to be used as a reference guide for Heathrow Market Research interviewers.

All efforts have been made to keep the contents up to date; however, in case of any queries please contact in first instance your supervisor for guidance or advice.

You will find the information and policies you'll need in this handbook during your time at Epinion/Heathrow.

This handbook is to ensure that the employee & the employers are on the same page and that it protects both you and the department, should any disagreements arise. This handbook is a training manual that will help you understand your workplace and our ways of working.

1.1 Disclaimer and acknowledgment

Whilst this isn't a contract, it serves as a demonstration of mutual understanding.

This Handbook does not form a part of your contract of employment and in the event that information in this handbook conflicts with that in the contract of employment, the contract of employment will take precedence.

The Handbook will be reviewed regularly to ensure that the contents continue to meet our statutory legal obligations and best practice, and when amendments are made, we will do our best to let you know.

You are responsible for keeping up to date with our policies, procedures, and working practices. The latest version of the handbook can always be found in the Interviewer handbook folder on the Interviewers iPad via the field links management app.

1.2 Confidentiality

The information contained in this handbook, as well as any insider information while working for the department, must be kept confidential such as equipment, employee contact details, work schedules etc.

2. Epinion – Team Heathrow

About Epinion

Epinion is an international company, founded in 2000 and is based in Denmark. We are specialists in conducting Market Research within the aviation, transportation, commercial and public sectors. In the UK, we are based at Heathrow Airport, and we are one of the suppliers working in partnership with Heathrow Airport and are responsible for the Market Research department. We are proud to be part of the Team Heathrow umbrella and the UK team is centred on servicing the Heathrow account. For more information regarding Epinion please visit the company's website www.epinionglobal.com

What we do

Face to Face data collection continues to be essential at Heathrow Airport and as data quality has remained at the heart of what we do, we ensure all our data collection is captured live in the moment. This will allow Heathrow to understand how their passengers feel when travelling through the airport and will enable them to evolve their plans and develop new solutions to improve the passenger's airport experience.

3. Market Research Team

Starting with the Market Research Team

Everyone who joins as Market Research Interviewer at Epinion Heathrow will go through extensive training to become a successful Face to Face Interviewer. Our company goal and culture are to provide you with the skills needed to conduct interviews in a professional manner and in turn of collecting high quality data to provide Heathrow with the information in making every journey better.

3.1 Statement of employee terms and conditions

As a reminder this handbook isn't a contract, but the policies and procedures stated here should be respected along with those laid out in your contract such as working hours, breaks, pay and notice period. The company has the right to change these policies and procedures if necessary, and we are obligated to let you know as soon as possible if any changes occur.

4. Availability

4.1 Giving availability

Your availability can be entered into Planday as far in advance as you would like but it must be submitted at least one month in advance. For example, your February availability will need to be submitted into Planday by the 31st of December at the latest.

To submit your availability into Planday please follow the steps below.

- 1 Press on **HOME** on the tool bar at the top on the left-hand side
↓
- 2 Choose **AVAILABILITY** from the drop-down menu
↓
- 3 Press **EDIT ALL** on the top left-hand side – this will open a new sheet
↓
- 4 Choose the correct **DATE RANGE**
↓
- 5 **STATUS** – use drop down and choose either CAN/CAN NOT work – do not use NOT DECIDED as this is a default button
↓
- 6 **TIMES** – choose as many **OPEN** as possible but if you have a prior appointment, you can choose either AM/PM
↓
- 7 If you are taking **HOLIDAY**, press **CAN NOT WORK**, then choose HOLIDAY from the TIMES drop down
↓
- 8 Remember to click **SAVE** at the end

Shifts can start or finish anytime between the hours of 05.00 am to 23.00 pm daily including weekends and Bank holidays as we collect data based on the flight schedule. Therefore, we ask that your availability is logged with the following requests in mind to support the business.

- To cover the wide variety of shift times that we have, please try to **ensure you give your availability as open days**.
- Staff working on set hour contracts should keep sufficient days' availability as per their contract.
 - When planning any weeks where you are unable to meet your minimum hours of shifts, please let us know a month in advance for us to find cover.

4.2 Taking back availability

We roster your shifts according to the availability you have given to us – you should always keep a copy of what you have given.

If you subsequently find that you cannot work a particular day and have not been given a shift for that day, you should immediately inform us that you are not available by emailing epinion.supervisors.uk@epinionglobe.com. We may need to roster with very short notice so we will presume that if you have not taken the day back you are still available even the day before. If you do not do this and you are then rostered for a shift it is your responsibility to do the shift or find a replacement.

5. Absence unable to work

What to do if you can't make a shift

Once you have been rostered on a shift it is your responsibility to work it. But if something unforeseen occurs you are responsible to arrange for a replacement by asking a colleague who is trained on the survey.

- You can either give the shift away, to another interviewer, or swap i.e., the other interviewer will do your shift on the rostered day, and you will do one of theirs, rostered for another day.
- When you are looking for someone to cover your rostered shift, you must make sure that the person has worked on the survey before.
- If you are unable to find a replacement, please email the supervisors and they may be able to help you find a replacement.
- Please let the supervisors know of any shift changes by email.
- If you give a shift to someone else and are therefore unavailable on that day, please inform us of this in a message. However, if you are giving an am shift to someone else (not able to work in the morning) but are still available to work pm, please say so.
- If you are unwell, you must let us know ASAP that you will be unable to work your shift.
- Please send an email to all supervisors (epinion.supervisors.uk@epinionglobe.com). In the email subject it's important that you state the survey you are on as well as the date of shift.
- Please also give a date (if you know it) when you will be returning to work.
- We need to be able to plan and therefore need information from you as to whether we need to cover your shifts.
- When you are fit for work you must let the office know straight away.

If you are due to meet a supervisor at the start of your shift/or working with another interviewer, please contact them directly to let them know you will not be in. You can find everyone's contact details on Planday.

It is important to keep the relevant supervisor informed of any changes regarding shift changes.

If you are unsure on any of the above points, please ask for more information by emailing epinion.supervisors.uk@epinionglobe.com. Keeping to the above will help in the smooth running of the business.

6. Sickness & return to work

Taking time off work when ill

If you are absent for more than 7 days consecutively you will need to present a doctor's note.

If this procedure is not followed or misleading information about reasons for absence is provided there will be consequences which may result in a disciplinary hearing, loss of sick pay & ultimately dismissal.

Returning to work after sick leave

Return to work interviews will be conducted and you will meet with a supervisor in order to understand how we can help you in returning smoothly to work so, that we can discuss if you are having any problems that we can help with to avoid short term persistent absences.

7. Changes to personal information

Changing details

It is your responsibility to keep us informed about any changes your personal details. Examples might include things like change of address or telephone number, or anything that might affect your salary or tax registration.

8. Standard performance and appearance

8.1 Arriving on shift

Please arrive promptly so that you will be ready to start your shift at the designated time.

- Wear your ID pass — prominently displayed.
- Punch in on Planday via the iPad in the survey room
- On sign in book - Please record name, time, number of iPads in survey room & locker number.

You must personally sign in and out on every shift in any terminal.

Be security conscious - report anything suspicious to Security staff or the Police.

Be ready to help passengers or refer them to someone who can be of assistance. Whilst we are ambassadors for Heathrow, and it is part of our job to assist passengers if they have a problem, this must not be to the detriment of getting our job done. Point them in the right direction, refer them to someone who can help them (e.g., airline staff, Information Desk) rather than trying to sort the problem out yourself.

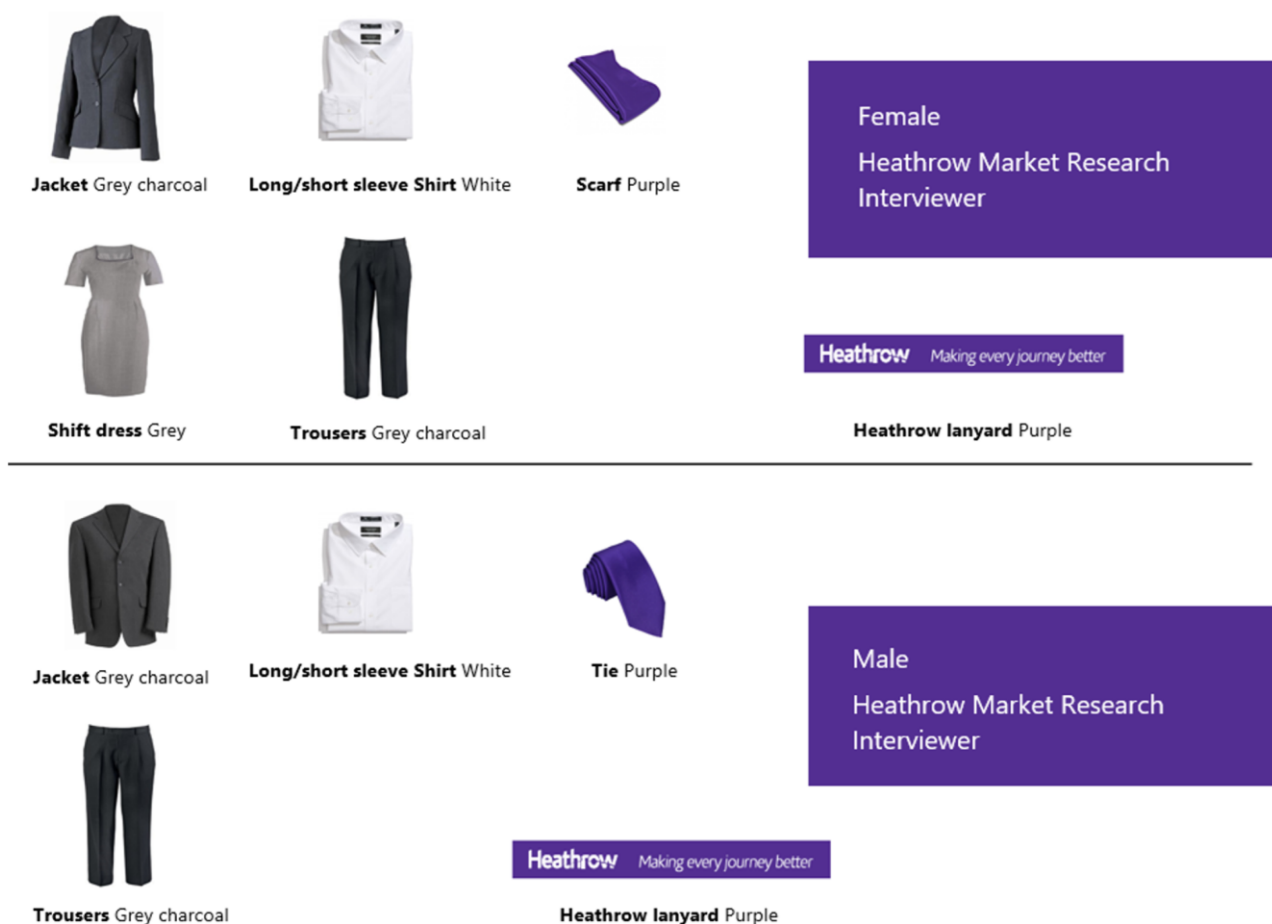
8.2 Appearance

All employees will be provided with Heathrow embroidered uniform prior to their first shift. Understanding our passengers' needs is vital for Heathrow to achieve our purpose of making every journey better. Our business' policy on appearance includes the importance of wearing a clean uniform, appearing presentable, and maintaining a good level of personal hygiene.

8.3 Uniform

The specification that follows on the image below is the complete uniform for Market Research Interviewers. There can be no exceptions or variations and the suit jacket with Heathrow logo must be worn at all times. It is the standard that we and our passengers expect – and the standard that employers of Market Researchers are contractually bound to provide.

Please do not make any changes or additions to the uniform specification without the written agreement of Heathrow's Marketing Department. If you have any questions, please email supervisors via epinion.supervisors.uk@epinionglobal.com.



8.4 Personal property

Any personal property left on the premises is at your own risk and the company/department will not be held liable for any damage or loss. Please use lockers provided in the survey room. When working in the terminals please do not carry a backpack for health & safety reasons. If you were to

carry a small personal bag whilst on shift airport colleagues, such as immigration or security have the right to search your bag if challenged.

8.5 Use of telephones

You can make use of personal phones whilst working but please do this in a professional manner and during break times unless its urgent or speaking to Supervisor or colleague on duty.

8.6 Smoking

Employees are not entitled to smoking breaks.

8.7 Alcohol and drugs

The use of alcohol or unlawful drugs at work or consuming them before shifts is prohibited. There will be consequences of breaking this rule & can lead to immediate dismissal. *(Please see page Code of Conduct below.)*

8.8 Finishing Shift

You must take your breaks during your shift; they should not be taken at the end of your shift and go home earlier. All surveys are rostered with a set finishing time to ensure that we get coverage throughout the day; this means that even if the terminal is quiet you should continue until your set finishing time.

9. Code of conduct/gross misconduct/serious misconduct



Epinion & Heathrow abides by the code of conduct of the MRS, Market Research Society.

Code of conduct

The code of conduct covers the expected behaviour, appearance, attitude, and professional approach to work colleagues and passengers that the interviewer should adhere to and covers 11 separate statements. Breach of any of the policies can be classed as misconduct and may result in disciplinary action.

1. We are always aware that when we work, we represent the customer and Heathrow/Epinion.
2. We always wear the correct uniform whilst on shift.
3. We always respect a 'no thanks' to interview and will terminate interviews in a courteous and respectful manner.
4. We ensure that all information is treated professionally and confidentially.
5. We always try to coordinate our activities with the customer and always be professional.

6. We will not do anything that might seem pushy, offensive, or unpleasant to others, whether it's our colleagues, business partners or respondents.
7. We never occur under the influence of alcohol, intoxicants, medicine, or drugs.
8. On request, we identify ourselves by name, employee number, and place of employment and names of immediate superior employees.
9. We strive to create a good environment for ourselves and our colleagues, and anyone else who meets us.
10. We will never give false information about us, the business, the purpose of our presence or otherwise of an employee or defendant.
11. We will ensure that all interviews we conduct are genuine and that they are conducted with a person.

A Full list of guidelines can be found on the MRS website www.mrs.org.uk . Unless otherwise stated these guidelines are not binding.

10. The Disciplinary Process

This process applies once you have passed your probationary period and is designed to support and help where your conduct falls below accepted standards with the aim of enabling you to achieve and maintain the necessary improvements.

Feedback on your conduct, both positive and negative, should be a continuous part of your normal working relationship with your manager. If your conduct falls below the standards expected this will usually be dealt with informally in the first instance. In more serious cases, or where you do not make and maintain the changes agreed with your manager at the informal stage, the formal part of this procedure may be started.

Where time limits are referred to in the course of this procedure, they may be varied by agreement with you.

Misconduct

A written warning will be issued if the misconduct or underperformance is serious enough. If you do not improve after several discussions & training have been provided, it could lead to dismissal. 'Serious enough' includes if it's likely to or has caused serious harm to the organisation itself.

Examples of misconduct include:

- A breach of any of the statements with our Code of Conduct
- If you are incapable of doing your job to the required standard
- If you are capable but unwilling to do your job properly
- Misuse of Airport ID pass, please refer to Airport ID and Security section
- Poor timekeeping
- Unauthorised absence
- Minor damage to the company's property

- Misuse of company property
- Failure to observe the company's procedures
- Unseemly or disruptive behaviour
- Unreasonable refusal to follow an instruction issued by a manager or superior
- Poor attendance

Gross misconduct

Gross misconduct is misconduct of such a serious and fundamental nature that it breaches the contractual relationship between you and the Company.

In cases of gross misconduct there will normally be only one stage to the procedure. Following a reasonable investigation of the relevant facts you will be invited to a formal meeting and if, after hearing what you have to say, it is decided that you have committed an act of gross misconduct that may lead to your summary dismissal. That is, dismissal without notice or pay in lieu of notice.

The following are examples of gross misconduct - the list is not exhaustive:

- persistent lateness or unauthorised absence from work
- committing any act likely to bring the company into disrepute or to cause damage to its reputation.
- gross negligence in the performance of your duties
- theft,
- harassment,
- physical violence,
- indecent behaviour, and
- serious insubordination.

Dealing with matters informally

Your manager will meet with you to let you know what aspect of your conduct is not meeting the required standards and will take the opportunity to establish if there are any reasons behind this and also that you understand exactly what is expected of you.

Together you and your manager will agree what steps need to be taken, when they need to be taken by and how you will measure that they have been achieved, plus any review dates. Your manager will also work with you to identify what assistance and support you need to achieve the agreed improvements. This improvement plan will be confirmed in writing.

If it becomes clear during the course of an informal or investigation meeting that formal action may be needed, then the interview will be terminated, and a formal meeting arranged, giving appropriate notice.

The right to be accompanied does not extend to informal interviews or counselling sessions, which are not intended to result in formal warnings or other action.

Dealing with matters formally

The formal procedure will be started:

- where informal action does not result in the agreed improvements.
- where improvements are not maintained; or
- in cases where the conduct issue makes it appropriate to move straight to the formal process.

The aim of formal action is exactly the same as informal action, that is, to implement an improvement plan to ensure you understand what is expected of you and that you receive appropriate support and time to make and maintain the agreed improvements.

Investigation

Where an investigation is required to establish relevant facts and to gather evidence this will, wherever possible, be conducted by a different manager to the one chairing the formal meeting. Where this is not possible the manager will keep an open mind and conduct the investigation and formal meeting objectively and fairly.

Any investigation will be completed as quickly as possible in the circumstances and will proactively look for evidence that supports and refutes the allegations against you.

All witnesses interviewed will be required to maintain confidentiality. Notes of the questions asked and the responses will be prepared, and the witness asked to confirm that the notes are an accurate reflection of the meeting.

Suspension

There may be instances where suspension with pay is necessary while investigations are carried out.

Any suspension will last only for as long as is reasonably required to carry out any investigations and arrange a formal meeting if appropriate.

Suspension does not imply guilt or that any decision has been made as to whether a formal meeting is required.

Depending on the circumstances of the case, you may be invited to attend an investigatory interview. If such an interview is held prior to a disciplinary hearing, you will be informed at the outset that the interview is an investigatory interview. There is no right to be accompanied at a formal investigatory interview.

Procedure

Where, upon completion of an investigation, there are reasonable grounds to believe that you have committed an act of misconduct, you will be invited to attend a disciplinary hearing with your manager or equivalent.

In the event of a disciplinary hearing taking place, we will:

- Give you reasonable advance notice of the hearing
- Tell you the purpose of the hearing and that it will be held under the disciplinary procedure

- Explain your right to be accompanied at the hearing
- Give you written details of the nature of your alleged misconduct
- Provide you with all relevant information and evidence in advance of the hearing

Where you are unable to attend a disciplinary hearing and provide a good reason for failing to attend, the hearing will be adjourned to another day. Unless there are special circumstances mitigating against it, if you are unable to attend the rearranged hearing, the rearranged hearing will take place in your absence.

Where your chosen companion is unavailable on the day scheduled for the meeting, it will be rescheduled, provided that you propose an alternative time within five working days of the scheduled date.

Right to be accompanied

You have the right to be accompanied by a work colleague or a Trade Union Official or trained Trade Union Representative. However, please let your manager know if having someone else with you would be beneficial for your participation in the meeting and your request will be considered.

That person may confer with you during the meeting, address the meeting (to put or sum up your case and respond to any view expressed) and ask questions but may not answer questions on your behalf.

The Formal Meeting

At any formal meeting you will be given every opportunity to present your case and provide explanations for the conduct in question, including submitting witness statements and/or calling witnesses to address the meeting.

You will be given a full explanation of the case against you and be given a reasonable opportunity to ask questions as well as raise points about any information provided by witnesses. Where we intend to call relevant witnesses, you will be given advance notice. Equally, you must also give advance notice if you intend to call relevant witnesses.

The meeting may be adjourned if it becomes apparent that further investigation is needed and will always be adjourned prior to any decision being taken, to allow time for reflection and the proper consideration of the evidence. If further information is gathered, you will be given a reasonable period of time to consider the new information prior to the reconvening of the disciplinary proceedings.

You will be informed as soon as possible after the conclusion of disciplinary proceedings of any disciplinary action, if any, is to be taken. The decision will be confirmed in writing. You will also be notified of your right of appeal under this procedure.

Stages of the formal process and associated sanctions

There are three main stages to the formal procedure and the nature and seriousness of the conduct in question will determine at what stage the formal procedure is started. In some cases, there will not be a gradual progression through each stage and in cases of gross misconduct there will usually only be one stage to the procedure.

At the end of a formal meeting the chair may decide that a sanction is not appropriate in the circumstances. If a sanction is imposed the potential outcomes are:

STAGE ONE: FIRST WRITTEN WARNING

If misconduct is confirmed or you do not achieve the improvements or changes agreed with your supervisor during informal action it is usual to issue a first written warning.

This warning will usually be disregarded after a period of six months if you achieve the agreed improvements and there is no reoccurrence or other formal action in relation to your conduct. We reserve the right to extend the period during which the warning remains live.

STAGE TWO: FINAL WRITTEN WARNING

A further act of misconduct or failure to achieve the agreed improvements will normally result in a final written warning. This will usually be disregarded after a period of twelve months if you achieve the agreed improvements and there is no reoccurrence or other formal action. The company reserves the right to extend the period during which the warning remains live.

STAGE THREE: DISMISSAL

A further act of misconduct or failure to achieve the agreed improvements will normally result in termination of employment.

The Sanction

Any formal warning will:

- set out the nature of the offence committed
- inform you of the consequence of further misconduct (i.e. further disciplinary action or dismissal)
- specify the changes that you need to make, over what time frame, and the support that will be provided to enable you to succeed
- specify the period for which the warning will remain "live"
- state that you may appeal against the warning

Factors in deciding the level of sanction

Factors which might be relevant in deciding what level of sanction is appropriate, include:

- The extent to which standards have been breached
- What the company has done in the past in similar circumstances
- Your general work record, position and length of service
- Any special circumstances or mitigation that might make it appropriate to adjust the severity of the sanction.

In considering your work record previous warnings may be reviewed. For example, a decision to dismiss will not normally be based on an expired warning but the fact that there is an expired warning may be the reason that a lesser sanction is not substituted.

Appeal

You have the right to appeal against any disciplinary sanction if, for example, you perceive that the decision is unfair, inconsistent, or the penalty too severe, or because you believe that the procedure followed was irregular or because new evidence has come to light.

A manager who has not previously been involved in the case will hear the appeal and, wherever possible, will be more senior than the person who chaired the original formal meeting.

The appeal should be made, in writing, within five days of the decision against which you are appealing and should set out the grounds upon which it is made.

Appeal hearings will normally take place within 14 days of receipt of your written notice of appeal.

The appeal will be a review or rehearing of your case, depending on the grounds for the appeal.

The person holding the appeal will review the evidence already produced at the formal stage and make such enquiries as may seem appropriate to him or to her. You will be given an opportunity to state your case. Where new evidence comes to light it may be appropriate to adjourn the appeal hearing for further investigation.

You have the right to be accompanied by a work colleague, trade union official, or a trade union representative who has been trained and certified for the role.

The decision of the person holding the appeal will be final.

11. Bullying & harassment

We are committed to creating a work environment free of harassment and bullying, where everyone is treated with dignity and respect.

Introduction

Harassment and bullying remain significant workplace issues despite increasing awareness of the problem. Typical harassment and bullying behaviours range from unwelcome remarks and persistent unwarranted criticism to unwanted physical contact and shouting. Recipients of these inappropriate behaviours are more likely to experience anxiety, stress, and a loss of confidence.

What are harassment and bullying?

The terms bullying and harassment are often used interchangeably. However, in the

Equality Act 2010, harassment has a specific meaning: 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'. Bullying is not specifically defined in UK law, but ACAS says bullying 'may be characterised as: Offensive, intimidating, malicious or insulting behaviour, an abuse, or misuse of power through means that undermine, humiliate, denigrate or injure the recipient'. People have the right to be treated with dignity and respect at work and organisations should take any form of harassment or bullying seriously. Employers should foster a fair and inclusive working environment that enables everyone to feel they can contribute.

What is harassment and bullying behaviours?

Harassment and bullying may be against one or more people and may involve single or repeated incidents across a wide spectrum of behaviour, ranging from extreme forms of intimidation, such as physical violence, to more subtle forms such as ignoring someone. It can occur without witnesses, in face-to-face interactions, as well as online.

Examples include:

- Unwanted physical contact. Unwelcome remarks about a person's age, dress, appearance, race or marital
- Status, jokes at personal expense, offensive language, gossip, slander, sectarian songs, and letters.
- Posters, graffiti, obscene gestures, flags, bunting and emblems.
- Isolation or non-cooperation and exclusion from social activities.
- Coercion for sexual favours.
- Pressure to participate in political/religious groups.
- Personal intrusion from pestering, spying, and stalking.
- Failure to safeguard confidential information.
- Shouting and bawling.
- Setting impossible deadlines.
- Persistent unwarranted criticism.
- Personal insults.

A single incident can be harassment if it is sufficiently serious.

If you think you are being bullied or harassed, you may be able to sort out matters informally. The person may not know that his or her behaviour is unwelcome or upsetting. You may feel able to approach the person yourself, or with the help of someone else at the company. You should tell the person what behaviour you find offensive and unwelcome and say that you would like it to stop immediately.

If an informal approach does not resolve matters, or you think the situation is too serious to be dealt with informally, complaints of harassment or bullying should be made to your manager. The matter will be dealt with in a discreet and confidential manner and appropriate action will be taken.

It is the duty of all employees and, in particular management, to ensure that the anti-harassment policy is implemented. Harassment or bullying will be taken to have occurred if a reasonable individual would or ought to have known that the behaviour was unwelcome or offensive.

In dealing with reports of harassment or bullying, the following principles will apply:

- All reports will be taken seriously, treated sensitively and in confidence and investigated by a manager or an external investigator.
- All complaints will be progressed and dealt with according to the grievance and disciplinary procedures.

- Where we have reason to believe that there is a risk to the individual safety of the complainant or of another individual, or that a criminal offence has been committed, we may take legal advice and/or inform the police before proceeding with any internal action.
- The victimisation or harassment of a complainant or the respondent or witnesses will be regarded as a disciplinary offence.
- Malicious complaints will be regarded as a disciplinary offence.

Harassment and bullying are disciplinary offences that can, in the most serious cases, result in dismissal. Individuals should be aware that in some circumstances they might be held personally liable for acts that are unlawful.

Your responsibilities as an employee

We require the proactive assistance of all of our employees to ensure that our working environment is free from harassment, and everyone is treated with dignity and respect. You are required to:

- Comply with this policy and to act in accordance with its objectives
- If you feel that you are being harassed either make it clear to the person that their behaviour is unacceptable and must stop, or seek help from your manager to do so
- If you witness an act of harassment, you should report it immediately to your manager

Your responsibilities as a manager

As a manager you are required to lead by example, prevent harassment at work and to deal promptly and sensitively with any complaints of harassment.

Although dealing positively with complaints is sound management practice, the emphasis must be placed firmly on prevention, rather than cure. In reality many people will raise a complaint only as a last resort once the problem has escalated out of control. Others will not raise a complaint at all for fear of victimisation, isolation, embarrassment or ridicule.

You should, therefore, be observant and perceptive to the range of behaviour that takes place between employees. Any suspicions or doubts should be raised privately with the person concerned in order to prevent the problem from escalating.

12. Grievance Policy

We believe that all employees should be treated fairly and with respect. This procedure is designed to ensure that, if you are unhappy about your working conditions, the treatment that you have received, or about any aspect of your work or working relationships, there is an impartial and consistent process through which such issues can be resolved.

Informal action

The first stage of resolving any issues is to seek to resolve it in an informal manner by speaking directly to the individual to whom the grievance relates. If you would like some support or assistance to enable you to do this constructively, please seek advice from your line manager or any one of the senior management team with whom you feel comfortable.

Where attempts to resolve the matter informally do not work, or if you would prefer to make a formal application in relation to your grievance, you should move to the next stage of this procedure.

Mediation

It may be appropriate for the matter to be dealt with by way of mediation, depending on the nature of your grievance. This involves the appointment of a third-party mediator, who will discuss the issues raised by your grievance with all of those involved and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance agree.

The Right to be accompanied

You have the right to be accompanied by a work colleague, Trade Union Official or trained Trade Union Representative at any formal grievance meeting or subsequent appeal. However, please let your line manager know if having someone else with you would be beneficial for your participation in the meeting and your request will be considered.

That person may confer with you during the meeting, address the meeting (to put or sum up your case and respond to any view expressed) and ask questions but may not answer questions on your behalf.

Your choice of person to accompany you must be reasonable. You may be asked to choose an alternative person if your request is not reasonable, for example, because the person you choose has a conflict of interest.

Where the chosen companion is unavailable on the day scheduled for the meeting or appeal, the meeting will be rescheduled, provided that you can propose an alternative time within five working days of the scheduled date.

Formal grievance procedure

Making the complaint

If you have a grievance relating to your employment which has not been resolved to your satisfaction at an informal level, or in relation to which you prefer to make a formal application, then you should provide written details of your grievance including the basis for your grievance and an indication of your desired outcome.

Once you have raised a grievance, the person dealing with it will:

- set a date for a meeting, at which you have the right to be accompanied
- give you an opportunity to explain your grievance at that meeting
- review the evidence and make such enquiries as may seem appropriate to him or her
- provide you with a response within 1 week of the grievance hearing or, where this is not practicable, within a reasonable time notified to you
- remind you that you may appeal the decision

The Grievance Hearing

The hearing is an opportunity for you to explain more fully the reasons for your grievance and to explore any potential solutions. Where appropriate, the meeting may be adjourned to allow further investigations to take place.

Following the meeting, you will be informed in writing of the outcome, usually within ten working days, and advised of any action that the Company proposes to take, as a result of your complaint.

If you are dissatisfied with the outcome, you may make a formal appeal.

Appeal

You may wish to appeal against a decision on your grievance if, for example, you perceive that the decision is unfair, that any solution proposed is inadequate, because you believe that the procedure followed was irregular or because new evidence has come to light.

A manager who has not previously been involved in the case will hear the appeal and, wherever possible, will be more senior than the person who heard the original grievance.

The appeal should be made in writing within 7 days of the grievance decision against which you are appealing. Your request for an appeal should set out the grounds upon which it is made.

The person chairing the appeal will consider the grounds that you have put forward and assess whether or not the conclusion reached in the original grievance hearing was appropriate. The appeal is not a rehearing of the original grievance, but rather a consideration of the specific areas with which you are dissatisfied in relation to the original grievance. The person conducting the appeal may therefore confine discussion to those specific areas rather than reconsider the whole matter afresh.

Following the appeal meeting, you will be informed of the outcome usually within ten working days. The outcome of the appeal meeting will be final.

Confidentiality

We will aim to keep the facts and circumstances of your grievance confidential. However, that may not always be fully possible where, for example, a large number of your colleagues have to be interviewed in the process of investigating your grievance.

13. Training

Interviewers need to know how to work safely and professionally without risking their health & wellbeing and of those around them.

All interviewers must complete a mandatory induction training and will be assessed before they start to work on their own. This usually takes about a month but is dependent on the ability of each individual.

14. Interviewing in practice

Interviewing techniques

- Be positive and confident.
- Unless advised otherwise always interview a random sample as explained on the survey briefing notes.
- It is important that only the respondent's answers are accepted and not those of anyone accompanying them. If need be, explain that you can only interview the selected respondent.
- The wording on the questionnaire must be strictly adhered to. Do not put it into your own words. If the question has not been understood, repeat it as written. It is only permissible to deviate from the script if the respondent's command of English renders further explanation.
- If a respondent does not speak sufficient English, it may be possible for someone to help to translate factual questions and answers but not opinions as you may get the translator's views. It is vital that the translator should realise that the questions relate to the respondent.
- If a respondent speaks a little English, you should persevere unless it is a complicated questionnaire. If you feel at any time that the respondent does not understand the questions, you should terminate the interview politely and tactfully. Correct information is essential.

Probing

Interviewers should probe to establish that the answer is as complete as it is possible for it to be. Don't suggest answers but do use further questions to elicit the required information. Explore respondent's views and opinions by picking up on them and encouraging them to continue. Always probe until respondent can't think of anything more to add

Prompting

- Interviewers should only prompt when instructed to do so as this involves suggesting an answer. To avoid the tendency for the respondent to agree with the Interviewer, a prompt should be phrased so that the respondent must provide the answer.
- In many cases, you will be instructed not to prompt, i.e., not to suggest possible responses. In these instances, it is vital that the respondent gives a spontaneous response.
- Always remain impartial. Do not volunteer your views or try to 'help' the respondent by suggesting answers.

Rating

- Ratings are frequently used in conjunction with questionnaires to obtain specific responses. The alternatives are sometimes numbered, and it is essential that the respondent gives an accurate answer according to the show card, either by using the exact word/words or by indicating the corresponding number. For example:

1. Extremely Poor
2. Poor
3. Average
4. Good
5. Excellent

A response of 'Quite good' or 'OK' does not merit the code 'Good' - the question should be repeated.

If you are instructed to use show cards, you must do so.

Gate room protocol

When entering and leaving a closed gate room your ID should be shown to the airline or security staff to acquire permission to enter, if there is additional security in the gate room your ID must be presented again.

There may be rare occasions where an airline or security agent asks you not to come into the gate room. If this happens, please make a note on your shift report and the Supervisors will take it up with Heathrow. In view of this we should always be courteous to staff/passengers and respect their decision as ultimately, they have the right to deny your access.

Airport definitions

Transfer passenger's - A passenger whose **sole purpose is to change planes** and has no other reason for flying into the airport concerned. The passenger will arrive on one aircraft and depart on another from the same airport (not necessarily the same terminal or airline).

Landside Transfer Passenger - one who goes landside between flights. The passenger must therefore go through immigration, baggage reclaims and (where appropriate) customs upon arrival. All the landside facilities - shops, check-in desks etc - are available but the passengers must then go through central security search and the departure lounge to resume their journey.

Airside Transfer Passenger - one who changes planes and stays airside, i.e., not passing through immigration, etc. how every they may have to go through transfer security. If they have baggage, it is labelled through to the destination. They are not, therefore, exposed to landside facilities but to what is only in the departure lounge.

If a passenger wishes to transfer landside between Terminals 2 and 3, they must walk. To/ from Terminal 5 to Terminal 2 / 3 they will normally use the Heathrow Express train. To/ from Terminal 4 to Terminal 2 / 3 they will use the HEX inter-terminal transfer. Passengers are encouraged to use the local bus to transfer to/ from Terminal 4 to Terminal 5.

Group Size

If the question asks for the immediate travelling group size, we are interested in those who travelled to the airport from the same ground origin in the same method of transport and are flying together to the same destination. You may need to probe this out. Usually, immediate groups are an individual travelling alone, a couple or a family, but it may include a group of friends, a football team, etc.

Country of Residence

If a respondent gives two or more countries when asked in which country, he/she has lived for most of the last 12 months, please stress '*most of ...*'. Usually, they have spent slightly more time in one than the other. If they insist it is exactly 50 / 50, take the most recent country of residence. In the rare case of a seafarer who has been at sea all year and not resided in any country, ask them for the country where their post is delivered too.

Ground Origins

When asking a passenger '***where did you begin your journey in the UK?***', we require the town and county or, in the case of London, the London Borough.

If a village is given, ask '***which is the nearest large town?***' and record this. Check the county and London Borough's as respondents are often unsure of these and we need to be accurate. Do not accept their word unless you are sure it is correct.

Be careful of: Kingston, Surrey – London Borough of Kingston

Ilford, Essex – London Borough of Redbridge

Bromley, Kent – London Borough of Bromley

Main Reason for Trip

Any element of business constitutes a business trip. If the passenger is travelling on business and their partner is accompanying on holiday, then the reason for the partner's trip is still business. If the passenger is on a business trip and then decides also to have a holiday, then it is business. If they are on holiday and get an opportunity to do some business, then it is holiday. It is what mainly generated the trip.

'Returning home' is not acceptable. Probe whether the reason for the trip was business or non-business.

Interviewing Children

On some factual surveys, all passengers over the age of two are eligible for interview but for minors the permission of a parent or adult escort must be obtained. Children may be interviewed through a guardian, provided the answers given relate to the child.

We do not interview children on opinion-type surveys such as QSM.

For each survey, you should be told the minimum qualifying age.

15. Airport ID & Security

Security ID passes

Every airport may have different security rules and regulations but has very similar procedures. It is important to check with your supervisors or the authorised signatory to ensure that you are fully aware of the airport security rules and the areas that you have access to.

The pass must only be used for your organisation's business and in respect of the client contract submitted as part of your membership of the ID Pass Scheme. If the holder wishes to work for another employer at the airport, a second pass must be obtained.

The ID Pass must:

Be shown to Airport Security when entering the security restricted area – who will check that it is valid, if asked, a secondary identification must be shown.

Be kept visible whilst at work - worn at chest height either with an approved lanyard or approved arm band.

Be shown on demand to any compliance authority personnel or any official of Airport Staff who may need it to check that the holder is allowed to be within that area.

Pass holder's responsibilities:

Always safeguard your airport pass and account for its use.

- Ensure the photograph on the Pass reflects your current appearance.
- Ensure you familiarize yourself with the access levels you've been granted - rights can be established by looking at the colour and numbering on the pass.
- Airport IDs should be taken off when travelling to and from work.
- Do not display your pass whilst off duty, whether in a physical or digital environment
- Inform your Supervisor/ID Authorised Signatory if there are any changes to your personal details including (but not limited to) changes to job title, name, address and appearance.
- Notify your employer within 14 days if charged with, or convicted of, a criminal offence.
- Report any lost or stolen airside passes immediately upon discovery to the local police and to airport security.
- Where appropriate, challenge or report anyone who is not displaying an airside pass in a non-public area.

The pass must not be used to access or exit the CPSRA (Critical Part of the Security Restricted Area) for personal reasons, the only exception to this is for employee discount shopping, in which case pass holders must be on duty and they must only enter the CPSRA on a break from duty on that day or immediately after finishing or before starting work (an hour either side).

When not on duty, but the ID pass needs to be presented to qualify for airport colleague discounts such as at hotels, theatre, long stay carpark, etc. The pass must only be used for legitimate discount purposes as agreed by your organisation and or the Airport.

Parking of ID Passes

ID passes giving access to the CPSRA and Baggage Make-up areas are issued to colleagues who require on-going and regular access. If a pass is not used at least once every 60 days to access the CPSRA and the Baggage Make up area, the pass will be 'parked' and will not be valid to access airside again until such time that it has been un-parked. The airport withholds the right to cancel passes which are not being regularly used.

16. Escorting and accompaniment of airside shifts

Escort responsibilities - Temporary ID Pass holders

Only a permanent Airside Pass holder with the relevant access can escort a Temporary ID Pass holder in the CPSRA. The duty will be allocated to them by the Authorised Signatory, who must also explain their role and responsibilities.

Temporary Pass holders:

All holders of a temporary ID Pass (one to five-day and Thirty-day) shall be escorted at all times by a person who holds a Permanent ID Pass.

It is vital that all people working together in this manner are aware of the importance of the rules below and always adhere to them. (ID passes may be revoked if policies are not diligently followed).

- Temporary ID passes may be used only by the person named on that ID Pass
- The ID Pass may not be altered or defaced in any way.

Permanent ID pass holders:

It is the responsibility of the permanent ID pass holder to ensure the escorted Pass Holder(s) comply with all instructions detailed below.

The Escort (Permanent pass holder) is responsible for the following:

- Temporary ID pass holders must only carry those items required to carry out their duties within the security Restricted area and should be advised.
- To leave bags and personal items landside where feasible.
- Temporary ID pass holder(s) present their Temporary ID pass and their Identification Document (e.g., Passport) for scrutiny by a member of security at all security staff routes. You must ensure that the Temporary Pass holder always has the appropriate identity documents with them.
- The Temporary pass holder complies with any reasonable instruction or request made by a Heathrow or Control Authority Staff.
- Temporary ID pass holder(s) are always kept in line of sight whilst in Security Restricted Area.

- Temporary ID pass holders(s) must be escorted for break or to any shops to buy food and also to the toilets (not cubicle) DO NOT let them go on their own.
- even if it is in the same area.
- Remember your Airside Pass gives you zonal access to the area you need for your job. Only take Temporary Pass holder to areas needed for their visit.
- Ensure that the Temporary Pass holder leaves the Airport restricted zone through a Security access point. Remember that the Temporary Pass holder is still under your supervision until they physically leave the restricted zone.
- If a Temporary ID Pass holder disappears, or acts suspiciously in any way, the escort must immediately notify the nearest Security or Police Officer.
- Temporary ID Pass holder(s) wear and clearly display their ID Pass, at chest level or shoulder height at all times.

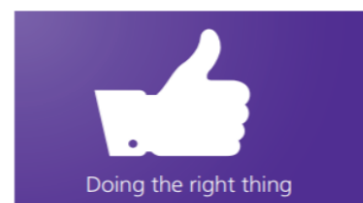
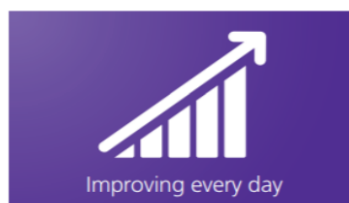
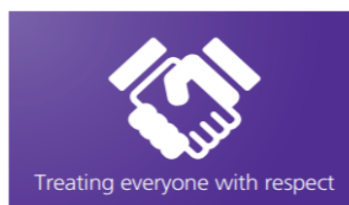
Upon leaving the Security Restricted Area

When leaving the Security Restricted Area in Immigration with an automatic exit barrier, ask immigration officers which lane to use. Please do not use the automatic barrier as temporary pass holders cannot swipe out.

17. Customer service standards

Customer service standards

At Heathrow Airport we put customer service and commitment at the heart of what we do, and our vision is to provide the best possible service to our passengers. To achieve this, Team Heathrow works together to serve passengers and strive towards achieving our values set out below.



17.1 Passenger complaints

We are a customer-orientated business, and we are dedicated to meeting the needs of our passengers.

We hope that they don't have to make a complaint about the service they receive at Heathrow, but we are sorry if things haven't gone as expected. Heathrow would like to hear their feedback, so they can try and resolve any issues as soon as possible. Passengers' feedback is important as it helps Heathrow to measure the effectiveness and quality of service that they provide and the ways that we all can engage with our passengers. As well as addressing passenger complaints, Heathrow are always happy to receive passengers' suggestions, they may have on how we can do things better. You can use the passenger comments at the end of your survey to input comments or the shift report.

To confirm, this policy **does not** apply to bookings that were made through a third party or agency; complaints that relate to an airline; or matters that have already been fully investigated through Heathrow customer complaints procedure.

- take any complaint of sexual harassment very seriously.
- think very carefully about the way you handle a complaint, to make sure you do it fairly and sensitively and follow the right procedures.
- tell everyone involved in the complaint what the process will be.

If a complaint is not resolved at the time of dissatisfaction, customers can make a complaint by going to the Heathrow Airport Feedback page, by visiting <https://www.heathrow.com/contact-us/online>

- If it does not feel right, it is up to you to put it right. If you see someone acting differently or looking out of place, always report it.
- If you spot an unattended bag, ask people in the area if it belongs to anyone, if no one owns it report it.

For Emergencies!! There are two telephone number you can use that are specific to Heathrow Airport to contact the Emergency Service: **0208 879 1212** or **222**

18. Health and safety

18.1 Safety procedures

At Heathrow we value the health and safety of our colleagues, passengers, and neighbours more than anything else. Our focus on health and safety is not just the right thing to do, it is the foundation of an efficient operation, a secure airport, and a sustainable business.

We are all responsible for setting the highest health and safety standards and for showing leadership in keeping others safe from harm. At Heathrow, we care for each other. If we see something that could injure someone, we take action to make it safe and then report it as a close call.

If we are asked to do something that we think could harm ourselves or others, we will stop and report it to our manager or supervisor and action will be taken to ensure the activity can be done safely. If we all notice and care by reporting incidents, work-related ill health, and close calls, and share what we know about working safely, we will understand how we are doing today and make things better for tomorrow.

By following these commitments, we can look at ourselves with a clear conscience every day, knowing we have done everything we could to ensure everyone goes home safe and well.

18.2 First Aid

Adequate First aid equipment can be found in every survey room. Please contact emergency services 222 if you need immediate help if they are injured or become very unwell at work.

18.3 Reporting injuries and illness

Please record any injuries, incidents, and cases of work-related illness in the accident book located in the iPad in field link management.

We will achieve this by:



Consulting with our colleagues, Trade Unions, our business partners and our supply chain so everyone understands how to keep themselves and others safe and healthy



Committing to fulfil legal and other requirements, understanding our risks and acting to prevent accidents, work-related ill health and fire related incidents



Prioritising and effectively eliminating hazards and reducing health and safety risks



Investing adequate resources, including time, money and people to ensure we meet our health and safety objectives



Ensuring a culture of openness where colleagues can raise concerns and know they will be listened to



Providing colleagues with the right information, instructions, training, tools and equipment to work safely at all times



Integrating health and safety into every business decision and by setting and reviewing objectives

Airport Safety

Heathrow's highest priority continues to be, the safety and security of its **passengers, staff and the organisations** that operate at its airports.

We urge you to stay safe whilst working, for example don't rush, take things one step at a time to avoid accident or injury, including travelling to and from work.

Managing difficult passengers

- Most people are charming; however, you may come across the odd one who's not! Don't take it personally - you are probably the only one he or she can take it out on! Walk away to a safe area such as security and contact **APOC** for support.
- At all times, be courteous and polite.

A few don'ts

- Do not retaliate. Customers are always right – even when they are wrong!
- Never swear or raise your voice.

- Don't get involved in issues which are not our business, e.g., poor service by other staff, long queues etc. There is a fine line between trying to be helpful and interfering and we must maintain a good professional relationship with other airport staff – especially as we are seen to monitor them and their performance on QSM surveys.
- Never offer information unless you are certain it is correct.
- On no account should you look after the passenger's baggage.
- Never accept mail to post for a passenger.
- Never accept items from passengers to be taken airside or landside.
- Never give a copy of any questionnaire to a passenger, this is against the MRS code of conduct.

APOC Airport control: 0208 738 7216 can help with most incidents that take place at the airport.

For anything that could cause harm, please use the Close Call Reporting on Airport Community app or contact engineering help desk at **0208 976 6555**.

See it. Say it. Sorted.

Heathrow unattended bag: **020 8738 0200**

19. Fire safety

All employees must complete Heathrow's annual fire safety awareness training and complete an assessment.

Action on discovering a fire.

Report	<ul style="list-style-type: none"> • Break glass at nearest fire alarm point. • Call Fire Service - dial 222 on an internal telephone or 999 on a public line • State 'Fire' and give precise location.
Act	<ul style="list-style-type: none"> • Try to put out the fire ONLY if safe to do so, using the appropriate firefighting equipment. <p>DO NOT PUT YOURSELF AT RISK!</p> <p>SHOUT FIRE MAKING PEOPLE AWARE</p>
Evacuate	<ul style="list-style-type: none"> • Use the nearest available Emergency Exit route to the appropriate Assembly point or Safe Haven • Help the public to evacuate in an orderly manner - fewer mobile persons must be assisted to the nearest safe area such as an emergency exit stairwell or Safe Haven • Listen carefully for public address announcements. • Do not use the lifts

- Report immediately any person unaccounted for and the location of less mobile persons to the Fire Officer or Assembly point Marshall at the Assembly area
- Know who your checking officer is.
- Wait until the 'all clear' is given before returning.

Remember Continuous Alarm = Evacuate

Intermittent Alarm = Be prepared to Evacuate

Action Upon Hearing the Alarm

Each building is divided into zones. If fire is discovered and the alarm is set off, it will sound continuously. On hearing this, everyone must leave the building immediately by the nearest safe exit and proceed to the assembly point. If the alarm sounds intermittently, everyone should prepare to evacuate.

Should you be in an area where an intermittent alarm is sounding and you see the fire has spread to your area, you must go through the 'Action on Discovery of Fire' procedure - *see previous page*.

Don't assume that the emergency services are aware of the situation.

When you break the glass at a fire alarm point it should inform the Terminal Control Centre and the fire brigade - but it will only indicate the terminal or zone - **not** the exact location. You must ring **222** to give them full details.

Means of Escape

Because you will be working in a different area of the airport every day, it is extremely important that you assess each new work area regarding a means of escape, bearing in mind the following:

- **Emergency Exit Signs:** These are all **green** with white writing. They all denote an escape route designed to allow egress from a building in case of fire. All escape routes must be clear of obstruction. If you see anything stored in these areas, please either inform someone of the situation or remove the obstacles.
- **Fire Doors:** These are clearly marked **Fire Door - Keep Shut**. They have self-closing devices and are fire-resistant for 30 minutes. It is very important that fire doors are kept shut. If you see one propped open, please close it.
- **Assembly Points:** All buildings have designated assembly points which are defined as 'places of safety'. These are written on the Fire Action notices to be found on the walls in each area. Once you have arrived at an Assembly Point, report to the Fire Warden - who should be identifiable. A roll call will be taken to give to the Emergency Services when they arrive. Your name will be recorded at the start of your shift in the signing in book* in the Survey Room but the Fire Warden is unlikely to have this list. It is therefore vitally important that you report the names and whereabouts of any colleagues with whom you were working.

***The Signing In book is there to record your presence – please make sure that you sign in on arrival for each shift and sign out as you leave.**

Visitors/ Public

As a member of Heathrow staff, you are expected to be able to assist members of the public in your area who may not be aware of the emergency procedures. Please remember that staff in the area in which you are working may not be aware of your presence, so it is up to you to make yourself aware of the emergency equipment and evacuation routes when you arrive in a new location.

Please do not hesitate to reach out to management at epinion.supervisors.uk@epinionglobal.com if you have any questions or something is unclear.

20. Working as a Field Interviewer

We would like you to be good and proficient interviewers so you will be able to fulfil your duties. We have strict guidelines which we would like you to follow.

- To work as part of a team, communicate, and take responsibility.
- Be trustworthy and honest.
- Smart appearance (please refer to the uniform guidelines issued when you receive your uniform)
- Be professional and polite.
- Give availability as best you can.
- Turn up for shifts on time (do not leave early) as shifts times are rostered according to the flight times.
- Manage time on shifts efficiently.
- Breaks should not be taken at the beginning or the end of the shift. It needs to be taken at a suitable time that will not affect the targeting of flights & quotas etc.
- The wording on the questionnaire must be strictly adhered to. Do not put it into your own words. If the question has not been understood, repeat it as written. It is only permissible to deviate from the script if the respondent's command of English renders further explanation necessary.
- Most importantly ENJOY THE JOB.

21. Airport contact

There are several telephone numbers you can use that are specific to Heathrow Airport.

Airport control APOC (0208 745 7216) Can help with most incidents that take place at the airport.

Airport emergency (222) or (0208 759 1212) this contact number is also located on the back of your ID card.

Other important number

Heathrow reporting a Hazard (0208 976 6555)

Heathrow unattended bag (0208738 0200) For everything else please send email to epinion.supervisors.uk@epinionglobal.com

Epinion Research UK Limited

D'albiac house (room 1015-1017)

Cromer road, Heathrow central area

Hounslow, TW6 1sd

T: +44 (0) 7834393095

E: london@epinionglobal.com

W: www.epinionglobal.com