



PROBATIONARY PERIOD POLICY

NWH Group Limited
Reviewed- June 2026

Purpose

The purpose of this policy is to establish a clear process for line managers to manage employees' performance and conduct during their probationary period.

Aim

The length of the probationary period will be specified within the employee's Contract of Employment. The Company normally operates a three-month probationary period to provide sufficient time to assess an employee's suitability for the role, provide appropriate support and training, and make informed employment decisions before the probationary period ends. This also supports compliance with the Company's legal obligations under employment legislation.

Managing the probationary period

The line manager is responsible for setting clear performance, conduct, and attendance expectations for the employee and for discussing them at the start of the probationary period.

Managers are expected to actively monitor the employee's performance, conduct, attendance, and overall suitability for the role throughout the probationary period and to provide regular feedback, guidance, and support where appropriate.

As a minimum, managers should complete the probation review process using the Company's Probation Journey Record. As a minimum, the following review stages must be completed:

- Initial Welcome & Probation Planning Meeting (Week 1)
- Mid-point Probation Review (Week 6)
- Ongoing review meetings where concerns arise
- Final Probation Review (Week 11-12)

Managers must not wait until the end of the probationary period to address concerns. Any issues relating to performance, conduct, attendance or suitability for the role should be discussed with the employee as soon as they arise. Where appropriate, reasonable support, coaching and training should be provided to help the employee achieve the required standards.

Document Title	Issue No	IMS Ref
PROBATIONARY PERIOD POLICY	15	P 38



PROBATIONARY PERIOD POLICY

Where concerns remain, the manager must consult with their line manager and the HR Department at the earliest opportunity to determine the appropriate course of action. This is particularly important where the employee is approaching three months' continuous service.

All probation review meetings, discussions, objectives, support provided, and decisions made, must be accurately documented and retained on the employee's personnel file.

Managers should use the Company's Probation Journey Record to document probation meetings, objectives, support provided and review outcomes. The Probation Journey Record provides a structured framework for managing probationary periods and should normally be completed for all new employees. Where an alternative method of recording probation is used, managers must ensure that it provides an equivalent level of detail and evidence.

Providing support during probation

The line manager is responsible for providing guidance and support to the new employee during the probationary period. Successful completion of the probationary period is not automatic. Employees will only successfully complete probation where they demonstrate satisfactory performance, conduct, attendance and overall suitability for the role. Confirmation will be provided only where the Company is satisfied that the employee has demonstrated the required standards of performance, conduct, attendance, and overall suitability for the role.

The level of support required will vary by individual employee. All reasonable support should be provided by the line manager to allow the employee to successfully complete their probationary period and continue their employment.

Where additional training, coaching or support is identified during the probationary period, this should be provided wherever reasonably practicable and documented as part of the probation review process.

An induction and training plan should be put in place to support the employee's development and introduction to the Company. All relevant Company documentation should be made available to the employee at the earliest date. Managers should ensure that any mandatory training and compliance requirements applicable to the role are completed during the probationary period wherever reasonably practicable.

Providing support for disabled employees

As legally required by the Equality Act 2010, line managers must provide additional support to disabled employees to ensure they are not subjected to unlawful or less favourable

Document Title	Issue No	IMS Ref
PROBATIONARY PERIOD POLICY	15	P 38



PROBATIONARY PERIOD POLICY

treatment during their probationary period. Reasonable adjustments must be made to remove any barriers the employee faces at work.

The line manager must discuss the support offered to disabled employees during their probationary period with the HR department. Where performance or attendance concerns may be related to a disability or underlying medical condition, managers must seek advice from the HR Department before making any decision regarding the employee's probationary period.

Addressing concerns during the probationary period

During the probationary period, the line manager will continually assess the employee's suitability. The line manager should hold a mid-point probationary review meeting to discuss any concerns with the employee's performance or conduct during the probationary period.

Where concerns arise at any stage during the probationary period, the line manager should arrange a formal review meeting with the employee as soon as reasonably practicable. Managers must not delay addressing concerns. Early intervention provides the employee with a reasonable opportunity to improve and enables the Company to make informed decisions before the probationary period expires. Minutes of the meeting should be taken, and any agreed actions should be recorded in writing and provided to the employee.

Terminating employment before completion of the probationary period

Most employees will remain employed by the Company until the end date of their probationary period. Where the Company reasonably concludes that the employee is unlikely to meet the required standards before the probationary period expires, employment may be terminated.

Where there is sufficient evidence that the required standards are not being met, the manager must ensure that the employee has been informed of the concerns, given an opportunity to respond, and that appropriate support has been considered. Before any decision to terminate employment is made, the manager must consult with the HR Department to ensure the decision is fair, reasonable and supported by appropriate evidence. The reasons for the decision must be clearly documented and confirmed in writing to the employee. The employee will normally be invited to a probation review meeting before a final decision is made and will be given an opportunity to respond to the concerns raised.

Document Title	Issue No	IMS Ref
PROBATIONARY PERIOD POLICY	15	P 38



PROBATIONARY PERIOD POLICY

Terminating employment at the end of the probationary period

Despite being provided with support, necessary training, and concerns being addressed as they arise, the employee may not meet the required performance standards by the end of their probationary period. This includes, but is not restricted to, the employee not meeting their work targets, persistent lateness or unacceptable conduct during their probationary period.

The line manager may decide that the probationary period has been unsuccessful and that their employment should be terminated at the end of the probationary period. This should be discussed in advance with the HR department to ensure termination can take place at the end of the probationary period.

The line manager should hold a probationary review meeting with the employee and inform them of the decision to terminate. The reasons for termination should be recorded.

Record Keeping

Managers are responsible for ensuring that accurate records are maintained throughout the probationary period. This includes probation review forms, meeting notes, training undertaken, objectives set, support provided and any correspondence relating to the employee's performance, conduct or attendance.

All documentation should be retained on the employee's personnel file in accordance with the Company's data retention procedures.

Confirming successful completion of the probationary period

If the employee has met the required standards during their probationary period, the line manager should hold a probationary review meeting with the employee and inform them that they have successfully completed their probation. Future performance objectives should be discussed and agreed with the employee.

The line manager shall notify the HR department that the probation has been successfully completed, and the HR department will confirm this to the employee in writing. Confirmation should normally be issued before the employee completes three months' continuous service.

Terminating employment after probation

The employee's future performance will be assessed under the Company's capability policy, and their conduct will be reviewed under the Company's disciplinary policy. Any breach of these policies will be managed in accordance with the Company's normal processes, which may result in formal action, up to and including dismissal.

Document Title	Issue No	IMS Ref
PROBATIONARY PERIOD POLICY	15	P 38



PROBATIONARY PERIOD POLICY

Signed:

Date: 30/06/2026

Gavin Money

Managing Director

The NWH Group Ltd

Document Title	Issue No	IMS Ref
PROBATIONARY PERIOD POLICY	15	P 38