

Recruitment & Onboarding Corporate Policy – Detailed requirements

You can read more about [required recruitment training](#).

You can read more about [guidelines for advertising and selection process including the engagement of temporary agency workers](#).

Introduction

These detailed requirements play a vital role in ensuring that the recruitment and selection processes within the BBC are carried out efficiently, fairly, and in line with legal and ethical guidelines. This serves as a framework to attract and select the most qualified candidates, promoting diversity, equal opportunities, and transparency throughout the recruitment process.

The purpose of this document is to provide clear guidelines and procedures for all stakeholders involved in recruitment activities, including hiring managers, HR colleagues, and potential candidates. It outlines the key principles and standards that govern the recruitment process to ensure consistency and effectiveness in talent acquisition.

By adhering to these detailed requirements we aim to attract a diverse pool of talented individuals, provide equal opportunities for all applicants, and select candidates based on their qualifications, skills, and potential to contribute to the success of the organisation.

Principles

The BBC is committed to ensuring that recruitment and selection processes are accessible to all.

Vacancies will be filled through a competitive selection process that adheres to fair and robust job-related criteria and BBC Values and Behaviours.

Employees seeking redeployment will receive priority consideration if they possess the necessary skills and experience.

The BBC generally does not require disclosure of spent convictions, except for roles involving working with children or vulnerable adults. In such cases, employment is subject to satisfactory Disclosure and Barring Service (DBS) checks or membership in the Protecting Vulnerable Groups (PVG) scheme.

Please consult the Child Protection and Safeguarding Policy for more information.

Advertising vacancies

All permanent, fixed-term or attachment vacancies of three months or more, should be advertised internally across the BBC. Subject to recruitment campaign planning, vacancies may be advertised externally and internally concurrently in support of diversity aspirations, in consideration of availability of internal skills or where there are high volume requirements.

All advertised positions must be sent to At-Risk colleagues who meet the Job Band and Job Family requirements of the vacancy.

A vacancy may be advertised to a restricted distribution in areas which are undergoing a restructuring process or an internal reorganisation in which headcount increases are prohibited.

In some instances, an advert may be placed as open indefinitely in order to support continued applications for activity linked to high volume areas of recruitment or other talent waitlisting activities.

Applications

BBC employees (i.e. those engaged on continuing or fixed term contracts of employment) are eligible to apply for any vacancy without prejudicing their current position.

Employees must seek the approval of their manager before applying for an attachment.

Employees who are within the first six months of their BBC employment may apply for vacancies only with the agreement of the appropriate HR Business Partner assigned to that division. Where a request is from an employee within the first six months of a fixed term contract, the application can

be granted provided the new role commences after the expiry date of the existing fixed term contract.

Employees who are designated as At-Risk will be invited by email to apply for any vacancies where the Job Band and Job Family matches their substantive position.

In accordance with Agency Worker Regulations 2010, eligible freelancers may apply for internal roles. Freelancers are eligible to apply an internal role if they are on a Worker Contract and have worked continuously for 6 months. If they have worked for less than 6 months continuously or have a break of 3 weeks or more between engagements, they must seek divisional HR approval to apply for an internal role prior to submitting an application.

Shortlisting, selection and assessment

Before any shortlisting commences, Hiring Managers must review and progress any applications from At-Risk employees who have applied to the vacancy. Hiring Managers will review this group with priority ahead of reviewing or progressing any other applications. Where there is only one identified At-Risk employee, the Hiring Manager should undertake an informal conversation with the employee to determine suitability against the skills and competency requirements of the job. Where there is more than one At-Risk employee, the Hiring Manager may undertake a more formalised assessment process in order to support with the matching process. If deemed suitable, the At-Risk employee should be placed into the role and the recruitment process should conclude. A Trial Period is available for up to 3 months for permanent roles only during which objectives will be agreed and reviewed regularly

Shortlisting and selection activity must involve the hiring manager and at least one other person with all decision making recorded clearly within the Recruitment system. All steps should be taken to make the process as fair as possible and to counter or remove any bias.

The hiring manager should work with the Recruitment Consultant assigned to their vacancy to decide the most appropriate methods of selection. Progress through each stage will be determined by the extent to which a candidate's skills, knowledge and experience match the requirements of the role.

Evidence may be gathered in a variety of ways e.g., from application form, CV or formal assessment process. At least one stage of any selection process should involve an interview that is conducted using the BBC Values and Behaviours Assessment methodology. After an interview has taken place, the Hiring Manager must upload all interview and assessment notes to the central Recruitment System in order to comply with General Data Protection Regulations and meet data governance requirements.

Any disabled candidates who apply for a vacancy and who have opted in to the Disability Confident scheme will be automatically progressed to assessment stage if they meet the minimum criteria for the role as agreed with the Hiring Manager.

Employees are encouraged to notify their manager when invited to attend a BBC selection process. The manager will then make every reasonable effort to facilitate their attendance. Those who choose not to notify their team leader must plan to attend in their own time or take annual leave.

The hiring department should offer reasonable travel expenses (in line with the Expenses Policy) to employees invited to attend a selection process.

External candidates may also be eligible to claim reasonable travel expenses, depending on individual circumstances. Payment is at the discretion of the hiring department and must be approved in advance.

Internal Employees who have applied for a BBC vacancy are entitled to receive feedback at any stage of their application.

Start date

When an internal candidate is appointed, the start date should be agreed between the employee's current manager and hiring manager. It should be as soon as possible (normally within a maximum period of four to eight weeks from acceptance of offer).

Appointments without competition

In certain circumstances, it may be appropriate or practical to fill a vacancy without a competitive selection process. The rationale for doing so should include an assessment of the potential impact, and approval sought in advance from the HR Director of that division.

The circumstances in which an appointment may be made without competition are as follows:

Where the BBC has committed to reinstate an employee on return from a BBC role overseas, from an attachment to another organisation, or a career break, provided that this does not involve a promotion.

Where there are overriding operational considerations of an exceptional nature.

Where there has been no substantial change to the principal responsibilities of a role, but it has been re-banded as a result of an evaluation process.

Where an Apprentice has been identified as the sole successor for a permanent role upon the completion of their scheme. This is only applicable where the role has been created specifically for the purpose of Apprentice roll off as part of business resource planning.

Where there is a clearly identified development opportunity which enables succession planning or strategic workforce deliverables

Where a candidate has been in FTC roles for 22 months continuously, further details can be found in our Contracts of Employment policy

Talent Waitlisting

In certain circumstances, it may be appropriate to hire a candidate for a position they were previously assessed for within a six-month period, even if they were not selected at that time. Identified candidates will be placed on to an appropriate Talent Waitlist, whereby they may be considered for a role without the requirement to be reassessed.

A candidate on the Talent Waitlist may only be considered once the appropriate redeployment checks have taken place against the vacancy. Any identified At-Risk employees will be treated with priority consideration for the vacancy ahead of any other candidates.

The candidate can only be considered for the same Career Path Framework job title

The role must be within the same Organisation Unit that the candidate was initially interviewed for

Where possible, it must be with the same Hiring Manager that the previous vacancy was aligned to

The initial interview took place within 6 months from the new advert being posted on the BBC careers site

Appointing a candidate via the Talent Waitlist method has to be approved by the relevant HRBP for the subdivision

Jobs based overseas

There are particular requirements relating to appointments of positions based overseas. Prior to departure, employees must be advised of the terms and conditions relating to their return to the UK.

Employees who are working outside the UK for more than a month must also receive a written statement which specifies the terms and conditions relating to their return to the UK, the duration of the overseas role, the currency in which they will be paid and details of any additional remuneration and/or benefits.

Unless the overseas role is of only short duration, the employee's substantive UK-based job will not normally be kept open.

Every effort will be made to resettle employees returning from overseas appointments.

Employees who are resettled in lower-banded jobs will retain their previous substantive band.

Employees who have been acting at a more senior level will retain their acting band and salary on return to the UK, for a period of six months (commencing from the end of the overseas role).

Data Retention Policy All documentation that is provided to Reed as a requirement of the temporary recruitment Audit Pack will be retained for a period of no less than 12 months from the end of the assignment. Given the DPA commitments to only retain data for as long as appropriate to do so, Reed and the supply chain reserve the right to delete either in part or full post this period. To be clear, the Audit Pack includes the following:

- Proof of Entitlement to work in the UK
- Completion of Policy Documents including: - Declaration of Personal Interests (BBC form) - Confidentiality Agreement (BBC form) - Editorial Policy Form (BBC form) - IT & Internet Policy Form (BBC form) - Personal Data Statement (Reed form)

For individuals supplying their services via a Personal Service Company, the following documents will also be held on file:

- Certificate of Incorporation
- Company Check via Companies House (screenshot providing proof that the check has been conducted)

These additional checks will not apply for individuals who are supplying their services on either a PAYE basis, or via an umbrella company. Any other data which is obtained by the supplier as part of the recruitment or company engagement process will be held by the candidate's supplier rather than Reed and is not part of the audit requirements. Therefore, any data obtained on this basis will not be subject to the above and suppliers will be responsible for keeping this in line with DPA requirements.

Policy on Length of Assignment Any request for temporary staff with an initial contract length in excess of 9 months will require HRD approval in writing before Reed will commence the recruitment process. The nature of temporary assignments means that assignments may need to be extended beyond the initial term, resulting in the total length of engagement exceeding 12 months. So that HR are involved in ensuring that continuing to engage an individual on a temporary basis is the most appropriate solution, Management Information will be provided to Divisional HRD's on a monthly basis which highlights the incumbent population and length of assignment. Where assignments are extended at the request of the hiring manager, resulting in more than 12 months of continuous service within a single assignment this will be highlighted to the Divisional HRD community in an assignment tenure report for them to review to ensure that resourcing plans are appropriate.

Text: This paper sets out the approach to undertaking Open Book audits across the BBC Strategic Relationships (STaR) portfolio of contracts. It seeks to assure Audit Committee that our procedures in this aspect of contract management are in line with good practice, and that open book provisions in contracts are used effectively to validate both value for money and the quality of service provision.

Previous BBC staff moving into Contractor roles Reed will not put forward any individual for a role if they have been employed by the BBC within the previous 3 months, in line with the current policy for individuals who have been made redundant. Where individuals are put forward for a role within 12 months of being a BBC employee (either directly by an agency or via the Client Referral route), this will be highlighted to divisional HRD's for consideration and approval. Individuals will be asked to complete a self-declaration providing details of previous employment by the BBC and reasons for leaving. This information will be used to provide a proforma for consideration and approval by the Divisional HRD. Areas to be considered will include:

- Whether the role is the same/similar to the

role the individual was employed in • Whether the previous contractual status was as a Fixed Term Contract or a Continuing contract • The tax status of the individual (e.g. – Personal Service Company, Umbrella Company or PAYE) • Whether the individual was made redundant, and if so, whether a payment was made • Whether payment was made in lieu of notice HRD's will therefore review the information available (alongside the HR Guidance on engaging Personal Service Companies where appropriate) and provide confirmation that the business is happy for the individual to be engaged on a temporary basis before any offer is made.

You can read more about [redeployment and priority considerations](#).

You can read more about [pre-employment checks and approvals](#).

You can read more about [how to perform criminal record and DBS checks](#).

[You can read more about the criteria for attachments and the approval process for extensions](#).

Summary

For the BBC to deliver a world class service there may be situations where the business requires a role to be covered for a period of time. Depending on the exact circumstances, it is possible that a temporary arrangement via 'Attachments' may be applicable.

Five key points of this policy

- Attachments are temporary arrangements in which an employee is released from their continuing substantive role.
- Attachments should be a minimum of three months but no more than 12 months in duration; or a maximum of 18 months in exceptional circumstances. Employees are not eligible to apply for attachments if they have been on attachment in the previous twelve months, unless the employee is formally at risk of redundancy.
- Accepting an attachment opportunity may result in an employee working to those Terms and Conditions that apply to that department or location pertaining to the post.
- The allowance will mirror the Reward Guidelines.
- Attachment requirements should always be informed by effective and fair resourcing. The BBC is committed to reviewing this, which may result in the creation of new substantive posts.

1. Definitions

Attachment: a temporary arrangement in which an employee is released from their substantive role (and backfilled for the duration of the attachment if appropriate) to work in a different BBC role for a defined period of time usually three to twelve months duration.

Attachments can be used in the following situations:

- to cover a specific project or task, or to provide specialist skills/knowledge for a defined period of time;
- to cover another employee who is absent for a significant period of time (e.g. to cover maternity/paternity/adoption leave, career break, long-term health related absence or another attachment) where there is a business requirement;
- to provide cover in relation to a clearly defined 'peak' of work, which is expected to last for a specific period of time;
- to assist with redeployment efforts/support where an employee is at risk of redundancy;
- to provide learning and development opportunities as part of formal BBC-wide or divisional training schemes.
- An attachment should not be used to fill a vacant substantive role unless to cover an ongoing recruitment process that is underway.

Attachments should be for a minimum period of three months and no longer than twelve months. However, where there is a business need, attachments can be extended to a maximum period of eighteen months. After which the employee returns to their substantive role for a period of no less than twelve months before seeking a further attachment unless their substantive role is at risk of redundancy.

Attachee: an employee who is on attachment.

Substantive role: an attachee's contractual job, to which he or she returns at the end of the attachment.

Host: the department into which an employee is attached.

2. Principles

On occasion, employees may be required to cover limited elements of a more senior role, in response to a short-term business requirement. Short-term arrangements of this nature are to be anticipated in any working environment and provide development opportunities for employees. Such arrangements will not fall within the remit of this policy unless they meet the definition of 'attachment' as set out above.

Employees must seek the approval of their substantive manager before accepting an interview for an attachment.

Accepting an attachment opportunity may result in an employee working to different terms and conditions, within a different department or location.

At the end of an attachment (other than where the attachment is a redeployment opportunity which extends employment), employees have the right to return to their substantive job and the terms and conditions associated with that job.

Attachments should be advertised in line with the BBC Recruitment Policy.

Any temporary vacancy of three months or more which is advertised as a fixed- term contract should also be advertised as an attachment.

3. Eligibility to apply for an Attachment

Employees must have at least twelve months' service in their current role within their team before applying for an attachment. After returning to their substantive role, employees cannot apply for a further attachment for twelve months, unless formally at risk of redundancy.

A manager should base their decision about an employee's application for attachment on the following:

- Will there be unavoidable impact on operational ability? (i.e. is it possible to backfill?).
- Whether the attachment is a suitable redeployment opportunity or development for an employee who is at risk of redundancy from their substantive post.
- Benefits for the employee, in terms of the skills and experience which will be acquired.
- Benefits for the employee's team, department and division and to the BBC in general.

Employees engaged on a fixed-term basis who apply for a temporary vacancy will be offered a further fixed-term contract, rather than an attachment.

Requests to apply for and take up attachments will not be unreasonably refused.

4. Allowance

A non-pensionable allowance will mirror the Reward Guidelines on a proportionate basis to the number of days acted (as set out below):

- A minimum of 5% may be paid for attachment to a higher band, unless a greater increase is required to reach the job pay range minimum
- For attachments within the same band, an allowance of up to 5% may be given if the attached job has a higher job pay range minimum than the substantive job, unless a greater increase is required to reach the job pay range minimum
- Where the attached job has the same pay range minimum as the substantive job, allowances would be rare and limited to 2.5%

If, as a result of being on attachment, an employee makes a temporary move out of London they will not lose their London Weighting allowance.

5. Start date

The host manager should advertise the preferred start date of the attachment. Once an appointment has been made, the host manager should discuss a suitable release date with the substantive manager. Ideally, employees should be released to take up their new position as soon as practically possible after an attachment offer has been accepted, normally within a maximum period of eight weeks (from acceptance).

6. Attachment duration and extension

Attachments should not be extended more than once and the entire duration (including any extension) should be no more than 18 months.

An extension to an attachment may be offered only after the host manager has secured the agreement of the substantive manager. If an extension request has been declined by an attachee's substantive manager, then the attachment will end on its original expiry date.

Only in the following circumstances can the host department end an attachment earlier than the agreed expiry date:

- Funding for or continuation of a particular project is withdrawn or cannot be secured as anticipated.
- The employee for whom the attachee is covering returns earlier than expected; and/or
- The attachment is established as an on-going need and the opportunity is advertised as a vacant continuing role.

In the event that an attachment is brought to an end by the host department at an earlier date than previously anticipated, the host manager and substantive manager should agree a reasonable timeframe for the attachee's return to their substantive role, with at least one month's notice being given (unless not operationally viable).

In the exceptional circumstances that an attachment is brought to an end by the attachee at an earlier date than previously anticipated, the attachee must provide at least one month's notice.

If an attachment is identified as an ongoing requirement, the continuing vacancy should be advertised in accordance with the BBC Recruitment Policy, which can be found on Gateway, and the attachee is entitled to apply.

In the event that the attachee is the successful applicant, the terms and conditions which are offered will be as per the vacancy and may not be the same as those which applied during the attachment.

7. Managing attachments

Substantive managers should maintain reasonable contact with employees who are attached elsewhere in the BBC, to ensure that they are kept up to date with changes or developments in their substantive department.

Attachees continue to accrue annual leave while on attachment. It is anticipated that the attachee will take that entitlement during the attachment as they would in their substantive role. In the event that an employee has accrued a significant amount of leave prior to starting an attachment, or does not use the entitlement accrued during an attachment, appropriate arrangements should be made between the substantive manager and host manager.

Employees should be provided with specific objectives relating to the attachment. Personal Development Reviews (PDR) are conducted on a rolling twelve month basis; the host manager and the substantive manager should decide between them who will conduct an attachee's PDR, depending on the length of the attachment and how it falls over the course of the year. The manager who conducts the PDR should request a contribution from the other.

8. Redundancy

An employee's substantive role may be placed at risk of redundancy during the period in which they are on attachment. As the substantive role remains the employee's contractual role the employee

will be notified that they are at risk of redundancy and the BBC procedure will be followed in the normal way. If the employee is selected for redundancy (or their substantive role is closed) then their employment will come to an end at the end of their contractual notice period, which will be extended to the end of the attachment period unless otherwise agreed.

9. Attachment Expense Management

In line with the BBC commitment to support staff development, travel and accommodation expenses may be available for employees on attachment where there is an existing financial commitment for accommodation at the substantive work base and this will continue whilst on attachment or there additional costs for commuting to your temporary base.

Expenses will be calculated and fixed at the point your attachment is approved. Support will not be provided if:

- You are receiving London Weighting
- Your temporary base is within a daily commutable distance of your home (however you may be entitled to excess travel costs via the Excess Fares Policy). Daily commuting distance is defined as at least one hour drive or 30 mile commute each way.
- You are receiving rent for your main residence whilst you are on attachment.
- You are not retaining accommodation at your substantive base.
- All attachment expenses MUST be claimed via the specialist relocation provider to ensure the BBC's tax obligations are met.

Note

Attachment expenses become taxable as soon as it is known that an attachment will exceed 24 months.

[You can read more about Acting.](#)

For the BBC to deliver a world class service there may be situations where the business requires a role to be covered for a period of time. Depending on the exact circumstances, it is possible that a temporary arrangement via 'Acting' may be applicable.

1. Definitions

Acting: a temporary arrangement whereby an employee is requested by the BBC to work in another role for a defined period of time no more than three months in duration whilst remaining in their substantive role. Acting arrangements into roles that are mapped within the On Air career path framework should follow the On Air policy.

Acting is defined as a member of staff discharging duties associated with a role other than their substantive role. Usually, but not always, the acting is to a role more senior than the substantive role. Acting involves delivering or being accountable for a significant proportion (at least 50%) of the duties and responsibilities of the role acted to. Limited covering of duties of another role does not constitute acting - for example covering a colleague's urgent emails.

Acting can be used in the following situations:

- to cover capacity gaps for example when an employee who is absent for a short period of time on compassionate leave, short term parental and/or carers leave, health absence or training/development;
- to provide interim support pending completion of a recruitment exercise to fill a vacancy.

There are two scenarios of acting in which additional remuneration is appropriate:

- **Continuous** - Where this is pre-authorised by the business and is 4 weeks or greater, regardless of length of shift or whether this was made up through part time working. Acting arrangements which occur for continuous periods and are planned and predictable.
- **Non-continuous** - Where authorised by the business and the cumulative days of such an arrangement are expected, or transpires, to be 10 occurrences (pro-rated for part time employees) or greater for an employee within any rolling 12 months.

Continuous Acting should be for a defined period of time up to three months. If the business requires cover for a longer period of fixed-term duration then the opportunity should be advertised as an attachment (please refer to the Attachment Policy for further details). Continuous Acting may be extended beyond three months where there is an ongoing recruitment process to fill the role on a more permanent basis with an anticipated end date beyond the three month limit.

2. Principles

On occasion, employees may be required to cover limited elements of a more senior role, in response to a short-term business requirement. Short-term arrangements of this nature are to be anticipated in any working environment and provide development opportunities for employees. Such arrangements will not fall within the remit of this policy unless they meet the definition of 'acting' as set out above.

3. Allowance

A non-pensionable allowance will mirror the Pay on Promotion rules on a proportionate basis to the number of days acted (as set out below):

- A minimum of 5% may be paid for acting to a higher band, unless a greater increase is required to reach the job pay range minimum
- For acting within the same band, an allowance of up to 5% may be given if the acted job has a higher job pay range minimum than the substantive job, unless a greater increase is required to reach the job pay range minimum
- Where the acted job has the same pay range minimum as the substantive job, allowances would be rare and limited to 2.5%

Acting arrangements which are expected to last less than 4 weeks for continuous acting, or less than 10 occurrences (pro-rated for part time employees) for non-continuous acting, are not eligible for any allowance or additional payment. Where an acting

arrangement unexpectedly extends beyond these periods an acting allowance will be backdated to day one. Acting may form part of a development plan, but that part of the plan does not preclude payment.

4. Acting duration and extension

Acting should not be extended more than once, and the entire duration (including any extension) should be no more than three months (unless extended to allow the completion of an ongoing recruitment process)

You can read more about [international assignments, including relocation support](#).

Long Term International Assignment – Detailed requirements

Summary

For the BBC, long term international assignments are integral to the success of a global organisation. These are necessary for example, to allow for the transfer of skills, knowledge or experience not currently available in the host location, provide overseas news coverage, and/or to develop an individual for success in their role in the home location.

Who this applies to:

This policy applies to all employees within BBC (with the exception of BBC Media Action), who are selected to undertake a temporary international assignment for a specific period of time in another country.

Five key points of this policy

- Long Term International Assignments are temporary attachment arrangements in which an employee is released from their continuing substantive BBC role in the home country.
- Long Term International Assignments should be a minimum of 1 year in duration. Most assignments are 2 years to 4 years in duration, with option to extend to 5 years. If planning to extend beyond 5 years, localisation should be explored as an option.
- Accepting the Long Term International Assignment opportunity results in the employee being subject to the additional assignment terms of conditions within

the policy. The employee will continue to be subject to their home country terms of conditions while on assignment to a different host location.

- Employees will continue to be held to the same levels of tax and social security in the host location that they would have paid, had they remained in the home location. Regardless of the host country location, the employee will continue to see a deduction for home country tax and social security for the duration of their assignment.
- Please consult with the Divisional HR Team and the Global Mobility HR Team before recruiting any temporary international assignment job roles.

1. Definitions

The following terms are used throughout the body of this document, and the meaning of each word is described below.

Home country; home location – The country where the employee is employed out of, and in most circumstances, is resident in.

Host country; host location – The country that the employee is assigned to work on a temporary basis for the duration of the assignment. In some circumstances the employee will work from multiple locations; however the host location is defined as the place where primary work is located and the majority of the time will be spent.

International assignment – A specific temporary period of time when the employee is assigned to work in another country.

Employee – the employee who has been selected to take an international assignment.

Employer – the home country employer of the employee. This is the Company entity that the employee has their existing employment contract with.

Home country HRBP – the contact person in the home country who is facilitating the international assignment.

Host country HRBP – the contact person in the host country who will be a point of contact for the employee for the duration of the assignment.

HRBP – the Human Resource Business Partner is HR professional who works closely with senior leaders within the BBC Division

Dependants – For the purposes of this policy, a dependant is a relative who lives with the employee in their principal residence, prior to the assignment. This includes spouse, children, step-children (if they are the legal and financial responsibility of the employee), or long-term partners (of the same or opposite sex). The age limit for a dependent child is 18 (or, if the child remains in full-time education beyond their 18th birthday, until the end of that academic year). If the dependant disabled then the age limit does not apply. Children born to or adopted by the employee during the international assignment are included in the definition of dependants. **Please note:** whilst the policy may recognise

the above as eligible accompanying dependants, the host country may limit or prohibit the ability to acquire the residency visas for anyone other than a legally recognised spouse.

Line Manager – the manager responsible for the employee and job role in the host location during the assignment.

Assignment Year - a 12 month period calculated from the original start date of the international assignment.

2. Introduction

International assignments are integral to the success of a global organisation. These are necessary for example, to allow for the transfer of skills, knowledge or experience not currently available in the host location, provide overseas news coverage, and/or to develop an individual for success in their role in the home location. The ability to move our employees between countries quickly, compliantly and cost effectively with minimal upheaval to the employee contributes to the continued growth of our business. This policy has been developed to enable our best and brightest employees to make this work place change swift and effective and settle them in their new role and environment as efficiently as possible.

The BBC has developed policies and processes to enable the organisation to move its employees across borders and continents. The long term assignment policy is part of the portfolio of policies to govern the temporary relocation of employees abroad.

What is a Long Term International Assignment?

An international assignment is a temporary work position located in another country and requires our employee to temporarily relocate to fulfil this role. An assessment will have already taken place to source an employee locally but the specific skill set, experience and competencies of the employee mean that they are the right choice for the temporary role.

The international assignment is deemed to be long-term if it is for a period of greater than one year. Most international long-term assignments in the BBC are 2-4 years in duration. This has proved to be the optimal time required for an employee to achieve the business goals set for the assignment.

For information on assignments of a shorter period (3 – 12 months), please refer to the BBC Short-Term International Assignment Policy.

As part of the assignment planning, the employee's line manager sets a clear overriding purpose for the assignment e.g. set up a new business function, recruit a team to provide local support, transfer of knowledge, etc. There should be clear, measurable objectives and milestones agreed in advance of the assignment.

Whilst an international assignment may be extended in duration beyond 4 years, no assignment should exceed 5 years in total. If the need for an employee exceeds 5 years, then the employee should be offered a local contract in the host country.

3. Eligibility

All employees of the BBC who are requested by the BBC to undertake a temporary role in another country and which is expected to last more than 12 months are covered by the long term international assignment policy. In some cases, the individual's level of experience and years of service with an employer may impact the ability to apply for the employee's work permit. The host country immigration laws may restrict the application of a work permit for someone who has limited experience in their field of expertise and has not been employed with the BBC for very long. The host country immigration legislation ultimately determines if the employee is eligible for a long term international assignment in the host country.

- This policy does not apply when an employee makes a personal request to relocate or be assigned to another country.
- This policy does not apply when an external candidate has been hired in one country but is currently residing in a different country and is therefore required to relocate to start their employment with the BBC.
- This policy does not apply when an employee permanently transfers between two employment sites either within the same country or two different countries.
- This policy does not apply when an employee temporarily works in another work site or location within the same country.
- This policy does not apply when an employee is currently on assignment in a particular country and requests to work on a new assignment in the same country.

Note that where an employee is requested by the BBC to undertake a temporary role in another country for a duration of at least 3 months and no more than 12 months, the BBC Short Term Assignments Policy will apply.

4. Policy Selection and Interpretation

All interpretations of this policy will be made by the Global Mobility HR Team. All decisions around the applicability of this policy will be made by the Global Mobility HR Team.

The BBC may change or revise this policy and practices from time to time. The contents of the policy shall not be interpreted as creating an employment agreement or contract with an employee.

This policy will supersede any verbal or written statements made on international assignments within the BBC.

No Cash in Lieu of Assignment Benefits

International assignments are a high-cost employment arrangement for any employer. They are a necessary and worthwhile investment in our employees and the future of the organisation. The policy details and allowances have been developed to address the specific additional costs associated with an assignment to ensure that the employee is not financially impacted by accepting the assignment.

In keeping with the spirit of the policy, the employee is expected to work with the BBC to minimize assignment costs wherever possible. The employee should make the same costefficient decisions as they would if they were spending their own money. It should be noted however that where the spend on an item is less than that originally budgeted, there will be no cash in lieu of the saving made to the employee.

If an allowance is not required by the employee due to personal circumstances, the benefit no longer applies. The employee does not have the option to receive the value of the benefit in cash. For example, if a shipment of goods is not required the employee does not have the option to receive a cash sum equivalent to the cost of transporting goods to the host country.

Authority to Approve Exceptions

It is the BBC's intention to minimise exceptions to policy wherever possible. Flexibility has been built into the benefit provision wherever practical and possible to assist in meeting the employee's individual circumstances. Any exceptions must be reflected against what is reasonable, consistent, transparent and cost effective for the BBC. An exception to any provision of this policy may not be made without advance approval.

Exceptions to this policy will need prior approval and any decision will be final.

5. Conditions of the Policy

This policy applies in relation to temporary long-term assignments only. It is not applicable to a permanent relocation to another country. It does not cover an international local hire, nor is this applicable for a personal request by the employee to relocate to another country.

The conditions of the policy are that the employee remains on the headcount and payroll of their home country. The home country Company entity continues to be the legal employer of the employee. Their existing home country employment contract, terms and conditions continue to apply for the duration of their assignment.

Assignment Letter

The terms and conditions of the assignment will be clearly set out in the assignment letter. The letter and the terms of the relevant policy should be used to provide the understanding of the policy applicable. Before any of the assignment terms and conditions become effective, the assignment letter must be signed and dated by the BBC and the employee to confirm agreement to the terms.

A copy of the assignment letter will be provided to the BBC's nominated tax return provider, who the employee must use throughout the assignment for authorised tax returns. The assignment letter will state as a minimum the details of the terms and conditions of the assignment. This will include but will not be limited to:

- Home country
- Host country
- The employee's role and reporting lines during the assignment
- Confirmation of the employee's remuneration and benefits at the start of the assignment
- The anticipated length of the assignment and the expected start date
- The notice period (from both sides)
- The relevant contacts at the start of the assignment

All of the assignment paperwork must be signed and completed prior to the assignment commencing. Payment of any applicable overseas allowances will not be implemented until this is received by the Global Mobility HR Team.

Notice to End Assignment

The period of notice for the end of assignment will be three months on either side. The BBC will seek to notify the employee of the pending end of assignment at the three month point and will confirm to the employee details of the return to the home country or subsequent extension/new assignment.

Managing International Assignments

Where an individual is completing an International Assignment away from their substantive role, in circumstances where such role is being kept open for them the substantive manager should maintain reasonable contact with the employee. This is to ensure that employees are kept up to date with significant changes or developments in their substantive department.

6. Pre-Assignment

Pre-Assignment Medical Examination

Prior to the start of an international assignment, the employee will attend a general health examination to ensure that they are fit to travel and undertake the international assignment and to offer advice on local conditions in the host country. For some countries, the employee and their family may require further medical examinations and the employee must make sure that all vaccinations are fully up to date ahead of arrival in the host country.

In some countries, a medical/fit to work certificate is required as part of the work visa/residency permit process.

If it is not possible to have a face to face medical examination/consultation (for example where an assignment is to start at short notice or consecutive assignment), the

employee must have a telephone consultation with occupational health and any follow up should be completed overseas.

The cost of the assessment will be covered by the BBC. The results of the medical assessment will only be shared with the home country HRBP if the outcome is a medical reason why the assignment should not go ahead.

Dental Examination

Prior to starting an international assignment the employee and any accompanying family members are strongly recommended to attend a dental review to ensure that any required dental work is done in the home country before their assignment. Only emergency and routine dental work is covered by the international medical insurance policy and therefore any non-emergency dental work that is required over the duration of the assignment will be at the employee's cost. The dental reviews are not mandatory (unless they are stipulated so in the immigration work permit application for the host country; see work permit section) therefore the reviews are at the employee's expense.

Work Permit Immigration Assessment

Prior to the acceptance of an offer of an international assignment the BBC Immigration Team will conduct a full immigration assessment of the employee and accompanying dependants. The employee will be assisted by the BBC's Immigration Team to procure the correct legal documentation to work and reside in the host location for the host country Company entity. Accompanying dependants will also be supported to reside with the employee for the duration of the assignment in the host location.

Immigration compliance must not be abused as host country authorities can remove broadcasting licences and fine or imprison employees who do not comply with all immigration/work permit requirements. Additionally, some countries may deport the employee and forbid any subsequent return, thus prematurely ending the assignment.

The employee and the BBC Department therefore have a collective responsibility to ensure that they do not commence the assignment and/or work until all required permissions have been obtained.

It is important to remember that immigration decisions are not within the control of the BBC and there may be times when immigration rules prevent an assignment or cause early termination of an assignment. The BBC will support all immigration applications to try and avoid such events but if it is not possible to obtain the necessary permissions the assignment cannot proceed.

A work permit and/or visa (depending on the country) is an endorsement added to a passport by a foreign embassy official indicating that the bearer is authorised to enter, live and work in the host country for a specified limited time period.

The BBC will cover the costs of obtaining work permits and/or visas, plus any additional documentation that is mandatory for the work permit procurement process. If medical examinations, x-rays, dental records, AIDS tests, immunisations, etc. are mandatory for

the work permit application, the cost of providing these records or undertaking these examinations will be a reimbursable expense to the employee.

The BBC will cover the cost for the employee's dependants to reside only in the host location. If a dependant wishes to work in the host location, and this is legally possible, the procurement of a work permit will be at their personal cost.

The BBC expects that the employee and all accompanying dependants are already in receipt of full and valid passports and this will be checked by the BBC Immigration Team.

If the employee or accompanying dependants incur costs of procuring their passports these costs will not be directly reimbursable to the employee. The employee may use their relocation payment to cover the costs of these expenses.

The employee is primarily responsible for ensuring that their passports and travel documents, as well as those of their accompanying family members, are valid and up to date whilst on the assignment. The employee is responsible for ensuring that they are aware of the expiration dates and renewal procedures of these documents sufficiently well in advance.

The assignment is a temporary arrangement, therefore the BBC will not provide financial assistance in acquiring permanent residence status in the host location.

Pre-Assignment Visit

In certain circumstances (e.g. employees who need to find appropriate schooling for their accompanying children), the employee and partner may be entitled to a reconnaissance visit to the host location. This must be approved prior to the visit taking place.

If required, the BBC may authorise the employee and partner to stay up to 5 nights in temporary accommodation to allow for:

- orientation
- home search
- school search

Orientation, home and school search would be organized by the BBC's nominated international relocation company and their agent in the host country.

7. Relocation

Cultural Training

An important factor in the success of an international assignment is the ability for the employee and their family members to adapt and thrive in the local culture. The employee is in an elevated position of representing the BBC in the host country and must display a high degree of cultural respect and sensitivity on a day-to-day basis. The BBC will support the employee and their family to increase their awareness of the host

country's traditions, customs, religions and political philosophies. The home and host HRBPs will determine the appropriate tools for cultural training.

Language Training

The host Line Manager will determine the business need for language lessons for the employee. If these are deemed necessary for the employee to carry out their international assignment, up to 40 hours of language training will be provided. This may consist of elearning provision or classroom-led learning over the course of the international assignment.

Language lessons for accompanying family members are not covered by this policy. If the family choose to take language lessons, this will be at their personal cost.

Security Briefing

If it is deemed that the assigned location has a risk to safety, a full security briefing will be provided in advance of the assignment. This would be organised by the Department with BBC internal Safety, Security and Resilience Team.

Final Move to Host Location

The employee and all accompanying dependants will be eligible for economy class transportation to the host location at the start of their assignment. The most direct routes should be taken between the home country and host countries with no personal stop-over options. The employee, should choose the most economic mode of transport to make the journey to the host location. In most circumstances this will be by air. However, the option of driving the employee's personal vehicle will not be excluded, if this is practical.

Flights and travel arrangements should be booked through the designated preferred travel booking system and the bookings should be made well in advance of the start date to maximise the opportunity for discounted rates. Transport costs to and from the airports/travel ports are reimbursable.

If the decision reached is for the employee to drive their personal vehicle to the host location, the employee will be responsible for ensuring that their vehicle:

- is fit for purpose to make the journey
- has the relevant international vehicle insurance in place, and
- can be legally registered in their host country for the duration of their assignment
- and the employee complies with any relevant drivers' licence/permit requirements

The employee will be reimbursed for the cost of mileage to the host location based upon their home country travel expenses policy. Once the employee has arrived in the host location, mileage ceases to be reimbursable.

Shipment & Storage of Household Goods

The employee may need to take personal household items with them for the duration of the assignment. The BBC provides a series of options to meet the employee's needs.

The shipping or storage options are largely determined by the accommodation type taken in the host location. If the local housing market provides an equal choice of furnished or unfurnished properties, the employee is strongly encouraged to select a furnished property.

A furnished property is a house/apartment where the household goods such as tables, beds, electrical items (washing machines, fridges), etc. are all provided with the accommodation. However in many countries, furnished accommodation is not an option and an unfurnished property must be taken.

Unfurnished Property

If an unfurnished property is taken then the employee may opt to take a large surface transported (road or ship) consignment from their principal residence in the home country to the new property in the host country.

Furnished Property

If furnished housing is selected in the host location, the employee is eligible to either select a small air freight consignment of goods (or road transport if this proves to be quicker) or alternatively a consignment of goods to be placed in storage.

The employee will be provided with set volume allowances for the transportation of their personal household goods from their principal residence in the home country to their housing in the host location. The BBC will instruct its preferred shipping provider to contact the employee to schedule a pre-move inspection at their home to determine the approximate volume and weight of the proposed items to ship.

The shipping company will contact the employee to arrange an appropriate packing day.

The BBC will pay the shipping company to provide the following services:

- packing and loading of household goods
- pickup of household goods at the origination point
- overland and overseas transportation
- shipping documentation and related fees
- host country customs and import duties upon expatriation – see limitations
- delivery, unpacking and un-crating at final destination

The BBC will not pay costs relating to the shipment or storage of the following:

- excessively heavy or bulky hobby equipment
- automobiles, motorbikes, boats, or other large recreational equipment
- pets
- garden furniture, barbecue
- firewood, coal etc
- alcohol

- items of unusually high value - jewellery, antiques, works of art, coin collections etc.

Maximum freight allowances are determined according to the family size and the type of accommodation to which the employee is moving as follows:

	Single or accompanied by partner	Accompanied by family (partner and at least one child)
To furnished accommodation	20 foot container	20 foot container
To unfurnished accommodation	20 foot container	40 foot container

Employees may opt for larger volumes at their own expense.

The BBC will provide the same set volumes allowances for the return transportation of the employee's personal household goods to their original home location.

The goods will be delivered to one location only and this should be the original home country location.

Air Freight and Excess Baggage

The BBC will cover the cost of an extra 20kg of baggage per adult (aged 18 years or on date of travel) travelling to live in the host country. This is in addition to the normal airline baggage allowance.

In certain circumstances, where it would seriously inconvenience a family to wait for a surface shipment to arrive (for example, where baby or medical equipment is needed) the BBC will allow a small air freight shipment to the host country up to the volume of 110 cubic feet. This must be pre-authorised and would normally only be available to employees with babies/small children (less than 5 years old) or if medical requirements for any of the relocating family necessitate this.

If the employee and accompanying family are entitled to an air freight shipment they will not be granted the excess baggage allowance.

Transportation Insurance

During the transportation of household goods, contents insurance cover will be required.

The BBC will meet the cost of insurance coverage supplied as part of the agreement with the shipping company to cover goods in transit.

The BBC will limit the insurance premium costs on shipped goods, to the premium applicable for goods up to the total value of:

- £48,000 (or equivalent) for a 20 foot container
- £82,000 (or equivalent) for a 40 foot container

The employee is recommended to not include any high value individual items in the consignment nor items of sentimental value such as art, heirlooms or precious jewellery.

These items should either be stored in a safety deposit box or transported with the employee.

Customs/Import Duties

The transportation of personal goods into a host country may in some cases create a payable duty. If an employee's normal personal household goods are assessed and duty is due, the BBC will pay any expenses incurred. The employee will be responsible for payment of taxes and duties on luxury items including (but not exclusive to) jewellery, antiques, art and other expensive collectors' items, foodstuffs and alcohol, tobacco and personal healthcare products and medications. For clarity on what items are deemed normal personal household goods, the employee should refer to the Global Mobility HR Team who will advise what duty costs will be covered by the BBC.

Relocation Leave

The BBC recognises the inconvenience of an international move and as such will provide up to 4 paid leave days (in addition to the employee's annual leave entitlement) to enable the employee to move (e.g. pack up in home country) and to have settling in time in the new location. On return to the home country the assignee will be entitled to a further 4 days leave to pack up and return to the home location.

Relocation Payment

The purpose of the Relocation Payment is to help cover expenses that the employee/family may incur in relocating on a temporary basis to the host location that are not covered by other elements of the policy.

The amounts payable at the start/end of assignment is shown in table below:

Relocation Payment	Start of Assignment	End of Assignment
Single employee	GBP 2,000	GBP 1,000
Couple	GBP 2,500	GBP 1,250
Family	GBP 3,000	GBP 1,500

Although not an exhaustive list, the Relocation Payment may be used to cover:

- international mail redirecting
- cost of professionally cleaning their home prior to leaving
- laundry expenses in temporary accommodation
- legal expenses – for example, setting up power of attorney
- Car hire and transport expenses
- cost of transporting pets
- bank charges
- extra luggage

- obtaining passports for the family members
- obtaining an international driving licence
- exchange rate commission
- financial advisor meetings.

The Relocation Payment is a one-off net payment delivered to the employee through their home payroll/special payment to their home bank account and is payable at the beginning and end of assignment.

The Relocation Payment is paid to the employee whole. This means that the payment will be grossed up for tax purposes.

When an employee goes on a consecutive assignment the Relocation Payment is payable once for the transition between the two assignments. For example, an individual who is assigned from their home country to Belgium for two years and is then assigned directly from Belgium to the US for a further two year assignment who then repatriates to the home country will receive the following relocation allowances:

- one Relocation Payment at the beginning of the Belgium assignment
- one Relocation Payment (and not two) for the move from Belgium to the US

AND

- one Relocation Payment at the end of the US assignment when the employee repatriates to the home country.

The BBC will cover the cost of storage for a maximum of one month for employees moving directly between consecutive assignments. This will only usually apply when work duties prevent the employee from securing appropriate long term accommodation in the new host location.

Temporary Accommodation

At the outset of an assignment the BBC will provide the employee up to 30 days' temporary living costs in a hotel or serviced apartment accommodation in the home/host location, should any of the following circumstances occur:

- the employee's home property is no longer usable as personal belongings have been removed and shipped;
- the host property is not immediately available;
- the host property is not usable due to the shipment of goods not having arrived and the property being unfurnished

The type of accommodation will reflect what is available locally and what is the least expensive option for the BBC. No per diem or expensing of meals and incidentals is covered for the temporary living period.

If the shipment of goods is delayed or takes longer than 30 days to arrive, the BBC may pay for additional temporary accommodation for 14 days. This needs pre-approval by BBC.

8. Assignment

International Medical Insurance

The BBC has an international medical insurance plan for all international employees and accompanying family (for as long as they are in the host country with the employee). Details of the plan, processes and contact details will be provided to the employee prior to commencement of the assignment. The employee is responsible for ensuring they read and understand the clauses within the insurance policy and follow the insurance company's requirements.

Pre-authorisation with the provider for medical assistance is always required.

Insurance of Personal Items in Host Location

The cost of insuring the employee's personal belongings in the host location is a personal cost. This is not covered by any element of this policy. The employee is responsible for valuing the goods and arranging adequate cover. The employee is recommended to speak with their host country landlord about buildings and contents insurance already in place on the rental property.

Accommodation Contribution - Rent Allowance

The BBC discourages the employee from purchasing property in the host country as this may limit repatriation and future mobility. Where the employee decides to purchase property in the host location, the BBC will not make any contribution towards accommodation costs in the host country.

The main objective of the BBC policy is to provide an accommodation contribution towards the cost of housing in the host location where costs exceed those in the home location. The allowance is determined in accordance with a percentage of known housing information/statistical data in the host location and compared to those in the home location. The comparison will take into consideration the employee's family size in both the home and host location.

This allowance may not cover the full cost of accommodation in the host location but is designed to reflect the fact that the employee will not have full ongoing accommodation costs in the home location and therefore should be able to contribute towards the cost of accommodation in the host location.

The employee is encouraged to rent out their principal residence in the home location for the duration of their assignment.

Where a Rent Allowance is payable, the amount payable will be confirmed to the employee in the assignment letter.

Where a Rent Allowance is payable, this will be paid via payroll, whenever possible.

Where the home location is more expensive than host location, then no accommodation contribution will be payable by the BBC.

Furnished Accommodation

The BBC will not meet the costs of any furniture or equipment required in the host location. It is the responsibility of the employee to furnish the property.

Legal Relationship and Insurance

The lease/rental agreement will be in the name of the employee unless local regulations stipulate that the lease should be in the name of the BBC. If in the name of the BBC, the lease/rental agreement should be checked by the host country Bureau Manager / Office Manager and relevant legal contact prior to acceptance.

Building insurance should be provided for as part of the lease/rental agreement. If this is not the case, the employee should discuss what provisions will need to be made with the landlord; it is the responsibility of the employee to ensure that the building is appropriately insured.

Inventory and Deposit

Where the lease is in the name of the BBC, the employee will check and sign an inventory both at the start and end of the rental period. In addition, it the employee should take photographs showing the general condition of the property at the outset and end of the lease.

The BBC will expect reimbursement from the employee if any deduction is made against the deposit. In anticipation of any final liability associated with the property, the BBC may at its discretion withhold the final expense claim until the property has been assessed by the landlord and the deposit returned to the BBC.

Property Maintenance

Where the lease is in the name of the BBC, the employee is required to ensure that décor and fittings in the accommodation, as well as the surrounding grounds of the property, do not deteriorate over and above fair wear and tear and that standards remain high. The BBC will regard any damage caused through deliberate, avoidable or inappropriate behaviour by the employee, member of the family or other guest present as a cost to be met by the employee.

Utility Costs

Utility costs will not be covered by the BBC for the duration of the assignment.

In certain host countries, where the individual is not working in a BBC office and requires broadband to be able to perform their work duties and the cost of broadband set-up is deemed to be exceptionally high the BBC may make a contribution towards the cost of

set-up. The BBC will not cover ongoing/usage costs. Any contribution towards set up costs should be discussed and pre-authorised by the employee's Line Manager.

Transportation in the Host Country

Cars are only provided for work purposes in locations where security needs dictate. This should be discussed with the Line Manager and the SSR team. The appropriate DAG approval will be required in advance of any commitment being made. If a car is provided, it is the employee's responsibility to make sure that they have the relevant driving licence and documentation legally required in the host country. Any uninsured damage to the vehicle will be the responsibility of the employee to meet. Mileage logs must be used to identify private use and failure to comply with this requirement by the end of the relevant tax year will result in the BBC not picking up the tax cost associated with the benefit provided.

Education of Children

The BBC recognises that the accompanying children's education path can in some circumstances be disrupted when the family takes an international assignment. However the international assignment can also be a huge educational and developmental experience for children. An assessment of the employee's accompanying dependants' education will take place prior to the offer of the international assignment to determine if there are alternatives to providing private education in the host location. The decision will take into consideration the following factors (although these are not exhaustive):

- Is the native language the same in the home and host location?
- Is the national educational curriculum similar in the home country compared to the host country?

If local state education is comparable to the state education in the home country, no support will be provided.

The Line Manager should consult with the Global Mobility HR Team, to determine if the BBC should pay for education fees in the host country.

The outcome of the assessment will be confirmed to the employee in the assignment letter.

Education Costs covered in the Host location

Where the BBC has deemed that there is no suitable local state education, the BBC will pay up to the average cost of tuition fees for a typical private education institution in the host location. This is available for all accompanying children up to a maximum age of 18, attending a private school in the host location that follows the same educational curriculum as their home country or provides an internationally recognized qualification that can be continued on repatriation back to the home location. This is to minimize the disruption to the child's/children's educational needs and to give them the best opportunity to settle into their new home and school.

Host country education-related costs that will not be paid for by the BBC are boarding costs in host country, meals, costs for extra-curricular activities, membership fees, out-of school clubs, school uniforms, regulation sports kit, curriculum-specific books and publications, mandatory school-arranged external visit, school-provided transportation, and university education. The employee will be personally responsible for all these costs.

Any education fees that are incurred that are not referenced in this policy should be verified with the Global Mobility HR Team as to whether they will be reimbursed by BBC prior to the assignment.

Pre-school/Nursery Costs

An assessment of the employee's accompanying dependants' needs will take place prior to the offer of the international assignment to determine if there is a requirement for the provision of pre-school or nursery. The decision will take into consideration the following factors (although these are not exhaustive):

- Is the employee a single parent?
- Is the accompanying spouse/partner in full time work?

Where the BBC has deemed that assistance is required the BBC will pay a contribution towards pre-school/nursery/kindergarten fees in the host location based on what the home country government would have provided to employee, if they had remained in the home country.

Home Leave

It is important the employee retains regular contact with their home country. This policy supports this by offering home leave. The employee (and accompanying family) are eligible to take economy class travel using the same mode of transport that they took to relocate to the host location. The frequency of this travel is one trip per assignment year.

An assignment year is a 12 month period from the start date of their assignment. The home leave trip can only be taken to return to their original home location to visit family, friends, return to their home employment location to maintain links, attend meetings, attend appraisal meetings, etc. The cost of a trip to another location will not be covered by the employer.

If an employee has chosen not be accompanied by his/her family members (who have remained in the home location), the number of reimbursed home leave trips will increase to two per assignment year. Additionally the spouse/partner and dependants may take a reimbursed return economy-class trip to visit the employee at the host location once per assignment year in addition to his/her return home leave trips.

Where there are extenuating circumstances or the unaccompanied employee has caring responsibilities or dependants remaining in their home country, the unaccompanied employee should discuss this with the Global Mobility HR team.

Rest and recuperation

In certain host locations, employees may be eligible for additional paid travel and time off to rest and recuperate. These provisions will be determined locally in response to onsite conditions. If applicable, details will be provided in the assignment letter.

Death of a Family Member

In the event of the death of a family member in the home location the BBC will reimburse the actual cost of return economy class travel to the home location for the employee and accompanying dependants. A family member is deemed to be a grandparent, parent, brother, sister, brother- or sister-in-law, child or grandchild of the employee. The employee will follow their exceptional leave policies per their home country employment terms and conditions.

9. Remuneration

Salary

The assignment salary is the remuneration to be paid during the assignment. Assignment salaries are calculated using a build-up approach, taking into account:

- Home country hypothetical tax or actual tax (depending on home country withholding tax regulations)
- Home country hypothetical or actual social security
- Acting pay if the assignment position is at a higher band than the home position
- Cost of Living Adjustment (COLA) allowance if applicable
- Other applicable allowances

Salary will continue to be paid via the home country payroll. The salary will be reviewed under the normal home country salary review process.

Payment of salary – host country currency

Wherever possible, the employee can elect to have part/all of their salary paid in a host/third country currency. In order for this to apply, the employee will need to specify the amount they wish to receive in host currency by reference to their home country salary. For example, an employee whose home country is the UK has a monthly net pay of £1,850 – he/she could elect to have £1,500 converted and paid in the host currency. The balance would be paid in the home country. It is mandatory to have the appropriate bank account set up in the host country in order for this to apply.

Should an employee decide to receive all or part of their net salary payment in the host country currency, the employee would need to decide which exchange rate policy option they wish to have used in calculating the amount paid in host currency.

There are two options available to the employee; both are outlined below. The employee can apply one of either the Variable Exchange Rate (VER) or the Guaranteed Exchange Rate (GER) to the entire amount elected to be paid in host currency during the cycle.

There are two cycles per annum running 1 December through 31 May and 1 June through 30 November.

It is recommended that the employee considers and understands both options before deciding which to apply.

Variable Exchange Rate (VER)

The standard BBC exchange rate for the month will be used to determine the amount payable in the host country. This approach means that the employee's host payment will vary depending on the prevailing BBC exchange rate.

Under this exchange rate option, the BBC allows the employee to cancel or amend their pay split on a monthly basis. Any changes need to be communicated to the International Assignments Team before the monthly payroll cut-off deadline.

Guaranteed Exchange Rate (GER)

This election provides the employee with the opportunity to protect the amount received in the host currency for a six month cycle. It can only be made in respect of the full amount elected to be paid in the host country.

Making a GER election means that the employee's host country salary will be determined using a fixed exchange rate and accordingly, changes in exchange rates will not impact on the host currency salary for the duration of the cycle.

The GER exchange rates available will be reviewed every June and December by reference to an average of the BBC's monthly exchange rate over the prior twelve months. The new exchange rate will be communicated to employees in time for an election decision to be made for the next cycle period.

A GER election, once made, remains in place for the six month cycle (or if assignment starts part way through a cycle, until the end of the current cycle i.e. May or November).

It is not possible to opt out of a GER election mid-cycle or to vary the amount mid-cycle.

Making a GER election involves accepting the given exchange rate and amount paid in local currency according to this rate for the cycle period.

The GER election has to be made within two months of the start date of the assignment and a VER can apply for the first two months, but once elected into GER, this remains in force until the end of the current cycle.

Exchange rates do fluctuate (sometimes substantially) however the aim of the GER is to provide some protection in terms of the host country salary payment for the six month cycle period.

Cost of Living Adjustment (COLA) Allowance

A Cost of Living Adjustment (COLA) allowance is the additional compensation that is needed for the employee to retain similar spending power in the host country as they experienced in the home country at their current salary level. It should be noted that the methodology cannot, and is not intended to, allow for individual spending patterns.

An employee will be eligible for an assessment for a COLA allowance using externally sourced data from a third party provider, which calculates possible additional income required to preserve this spending power. The calculation takes into consideration the employee's income and family size.

The calculation takes a standard basket of goods and services that the employee is likely to purchase on a regular basis, and compare the cost of those items between the two countries. If the basket of goods and services costs more in the host location, the data will indicate how much additional income the employee will need to protect their ability to continue to purchase these items.

The data can change during the period of the assignment, which would result in a change to the cost of living allowance. Possible impacts on the indexes include inflation, exchange rates, VAT rates, government policy changes, etc.

It is not guaranteed that the employee will receive a cost of living allowance. This is entirely dependent upon the home and host country combination. A COLA allowance can go up and down over the course of the assignment dependent upon the indexes of the third party data.

The COLA allowance is paid to the employee whole. This means that the allowance will be grossed up for tax purposes. Any taxes arising from the allowance either in the home or the host country will be paid by the BBC as part of tax equalization.

The COLA allowance is paid on a monthly basis via payroll. The payment is made monthly in arrears, therefore the first payment will be paid to the employee after the completion of their first month on international assignment.

If the host country is deemed to have a lower cost of living than the home country, the employee will receive no cost of living allowance. Where there is a negative cost of living calculation no deduction will be applied and the employee will not experience a reduction in their normal income to adjust for the lower cost of living in the host country.

Child Allowance

Where the home country domestic legislation/state system allows for a payment to be made to the employee for dependent children and this is no longer due as a result of the assignment the BBC will make a payment to recognise the loss of this benefit but only for children resident with the employee in the host location during the assignment period.

Disability Allowance

Where the home country domestic legislation/state system allows for a payment to be made to a disabled person and this is no longer due as a result of the assignment the BBC will make a payment to recognise the loss of this benefit but only while the employee is resident in the host location during the assignment period.

Large Exchange Rate Fluctuations

If there is a large fall in exchange rates of at least 10 per cent over three consecutive months, the BBC will review the exchange rate situation and decide whether any additional measures are required to compensate the employee for any exchange rate losses in the host country.

Tax Policy on Assignment

The tax policy aims to eliminate the impact on net employment income of variations between tax and social security systems in different countries. Employees will be held to the levels of tax and social security that they would have paid, had they remained in the home location – the net pay guarantee. This policy is intended to ensure that employees on assignment are broadly, neither “better off” nor “worse off” on stay at home remuneration as a result of the assignment.

A deduction is made to the salary which represents the tax that the employee would normally have paid, had they remained in their home country. The hypothetical calculation will not be individually personalised but a generic model used, which reflects as closely as possible typical home country circumstances will be used taking into consideration:

- Standard tax allowances and deductions
- Tax relief available for compulsory contributions to home pension plans

In exchange, the BBC will pay the actual taxes and social costs due in the host location on employment income; salary, bonus, and on any assignment related benefits that may be provided such as relocation allowances, cost of living allowances, international medical, accommodation, schooling, return flights to the home location, tax return preparation etc.

The Tax Equalisation policy only applies to assignment-related employment income and does not cover other employment income which relates to the employment with the BBC such as redundancy payments. The assignment policy assumes the employee will repatriate to the home country at the end of the assignment. In the event that employment with the BBC is terminated whilst on assignment, the employee will be fully liable to tax and social security due in any country on any income received in connection with the termination (such as a redundancy payment).

The employee will remain fully liable for any host or home country taxes due on personal income/spousal income.

The BBC will provide the services of a reputable accountancy practice to prepare tax returns in the host country and only returns prepared by the BBC's selected provider will meet the terms of this policy.

It remains the responsibility of the employee to ensure that the information shown on the tax return is both complete and accurate and to ensure that the returns are filed promptly with the tax authorities concerned. Wilful failure to comply with tax filing or

the late submission of required information to the tax return provider will result in the employee being liable for any late filing penalty and interest charges.

Tax Position Adopted

Income tax allowances and any tax relief arising from the assignment shall belong to the BBC, including personal allowances. This means that in calculating the BBC's share of the employee's tax liabilities, personal income (and spousal remuneration) shall be treated as the top portion of the employee's income when considering the tax rates to be applied (i.e. the highest rates of tax applicable in the individual's circumstances are applied to personal/spousal income, not BBC income).

The employee is responsible within the year end timetable to:

- Provide the tax service provider with complete and accurate information to enable the completion of the tax return. This will change by location but typically covers details of all personal or spousal income, travel calendars where required
- Check the tax returns carefully to ensure that they are complete and accurate before signing and filing on a timely basis
- Repay all tax and social security refunds received from the tax authorities in the home or host location, which relate to BBC sourced income. Following preparation of individual tax returns, the BBC's appointed tax service provider will confirm to the employee the tax and/or social security that is repayable to the BBC. The employee must follow instructions provided by the BBC's appointed tax service provider and/or the BBC to repay any monies owed
- Open a bank account in the host country to enable any tax payments to be made if necessary.

Tax Audits

The employee must forward all tax notices or statements received from the host tax authority to the tax service provider and co-operate fully with the service provider throughout any dealings with the relevant tax authority.

Tax Services Provided

The services to be provided to the employee are as follows:

- Submission of departure documentation and obtaining non-residence status if available
- Host country arrival tax briefing
- Submission of arrival documentation, including social security clearance and registration
- Liaison with tax authorities to obtain expatriate status
- Filing of host country tax returns. The service will also include the preparation of any request for extensions to file the tax return
- Review of tax authority statements and necessary appeals if required
- Submission of departure tax return if required*

- Liaison with tax authority to confirm cessation of tax residence
- Tax equalisation/reconciliation calculation if required**

*The BBC will not authorise home country tax return assistance if the employee is considered full-year non-resident and has personal income to report. The employee is expected to file any home country tax returns required for the purposes of reporting any personal income received while on assignment. The employee will be responsible for any interest and/or penalties that may be due in respect of home country tax returns that are filed late in order to report personal income only.

**The purpose of a tax equalisation/reconciliation calculation will be to determine if an under-withholding of hypothetical or actual tax was applied against the employee's stay at-home income via the home country payroll which may result in a refund to the BBC by the employee. The calculation may also be needed to calculate where any tax refunds would be payable to the employee for any over-withholding of hypothetical or actual tax applied via the home country payroll. Such calculations will be authorised when necessary.

Tax Services Not Provided

The following services are not provided:

- The preparation of tax returns other than for the BBC employee (unless joint returns are required by the tax authority)
- The preparation of any dependant children's tax returns
- Financial or personal tax planning services.

Where such services are undertaken they are subject to a separate engagement with the employee and payment of fees for such services is the sole responsibility of the employee.

Work duties outside of host country, including home country

All employees are expected to maintain a record of their international travel and work duties wherever performed to facilitate analysis by the BBC/BBC's nominated tax advisor of exposure to income tax in the home, host and additional countries where domestic rules may determine an exposure to tax. The BBC's tax advisor will provide a travel tracker facility to enable this to be recorded electronically using a secure site.

Employees must pre-authorise any home country work days as the number of home country work days may have an impact on an individual's tax residence status.

UK employees will receive a UK tax exit briefing from a member of the BBC Group Tax team. The employee's UK tax residence position will be determined during this UK tax briefing and it will be agreed whether an employee is eligible to spend days working in the UK while on international assignment. Each employee's circumstances will be unique to them.

Correspondence will be sent to the employee summarising the discussion and what has been agreed from a UK tax perspective during the briefing. The employee must maintain communication with the relevant member of the BBC Group Tax team in respect of anticipated UK work days following the conclusion of the briefing.

10. Early Repatriation

There are specific circumstances where the BBC will support the employee's decision to conclude the assignment before the agreed end date.

Separation or Divorce

If the employee and accompanying partner/spouse legally separate or divorce during the assignment, then the BBC will support the spouse/partner and accompanying dependants to return to the original home location. The cost of one-way economy class transportation will be provided, plus the return of half the consignment of personal household goods within 60 days of the separation.

Death Overseas

In the event of the employee or an accompanying family member's death in the host location, the BBC will assume responsibility for the transporting of mortal remains to the home country. The BBC will provide economy-class transportation for all remaining family members on assignment in the host country to the home location. The BBC will pay all shipment costs of the deceased's personal effects to the home country. The BBC will reimburse the remaining spouse for any reasonable and necessary legal and tax advice pertaining to the death of their partner in the host location.

Evacuation

The safety and well-being of the employee and their accompanying family is extremely important to the BBC. If there are significant changes in safety and security in the host location, the BBC will ensure that the employee and family are transported to a safe haven in the event of a potential threat of bodily harm due to military intervention, civil disorder or natural catastrophe. The advice of the foreign office, security consultant and international sources will be taken.

Temporary accommodation will be provided in the home location, if required, for a maximum of six months by which time a decision will have been made by the BBC as to whether the assignment is to cease.

Resignation and Dismissal

If the employee resigns their employment with the BBC or is dismissed from the BBC whilst on assignment and within 36 months of the start date of the assignment, the BBC will recover all relocation-related costs in line with the following scale:

- Up to 12 months: 100% of the relocation costs
- Up to 36 months: 1/24th of a decreasing scale of the relocation costs for each full month that you remain permanently employed by the BBC

- Over 36 months: 0% recoverable.

If the employee chooses to remain in the host location following resignation, the tax equalization calculation will assume that the employee returned to the home country within 30 days of resignation. No non-BBC income will be included in the tax equalization calculation.

You will be exempt from recovery of relocation costs in event of redundancy or need to return early to home country for exceptional reasons (e.g. death in family). The Line Manager should discuss with the home country HRBP and Global Mobility HR Team whether recovery of relocation -related costs can be waived.

11. Other Policies Whilst on Assignment

Global Code of Ethics and Business Conduct

Whilst on an international assignment the employee must continue to uphold the BBC's Code of Conduct standards. The employee is responsible for ensuring that they are fully knowledgeable and compliant with local country laws, customs and practices and that they and their accompanying family members adhere to these. Failure to comply could subject the BBC and the employee to legal penalties and could result in an immediate ending of the assignment. It is important that all parties follow both the letter and the spirit of the law to protect themselves from criminal and civil penalties. The employee represents the BBC during the assignment and must act as a good ambassador to the BBC at all times on their assignment.

Data Protection

The data protection legislation that is in place in the home country will continue to be applicable for the duration of the international assignment.

Paid Time Off Policy

During the assignment the employee remains on their home country employment contract therefore the paid time off work entitlement will remain the same as it would have done had they stayed in the home location. The employee should continue to request leave entitlement using the usual request process but the line manager that the employee is reporting to in the host country should agree the request.

Annual Leave and Public Holiday

For the duration of the assignment, the employee's annual leave and public holiday leave will continue to be governed by the home country BBC leave policy and home country public holiday entitlement .

For a full time, one year assignment, the employee would usually be entitled to their home country annual leave entitlement plus the additional number of days to cover home country public holidays. Agreement should be sought from the host country Line Manager as to when leave days can be taken.

All accrued leave must be taken prior to the assignment and during the assignment period.

Should the employee terminate their employment with the BBC either during the assignment or during the holiday year in which the assignment ends, the entitlement specified above will be prorated to determine the actual entitlement up to the last day of employment with the BBC for that holiday year.

Maternity and Paternity Leave

The home country policy will apply wherever possible

Exceptional leave

The majority of personal circumstances which necessitate time off work should be accommodated within the normal annual leave allocation. However, in exceptional circumstances the home country policy will apply wherever possible.

Pension

The home country BBC pension scheme will apply wherever possible. This is based on the employee already being enrolled in the BBC home country pension scheme.

It is recommended that the employee contact their BBC home country pension provider if they have any specific pension questions before starting any international assignment in the host location.

12. Repatriation

Repatriation Planning

When notice of the end of assignment is given, the BBC will assist the employee in looking for and hopefully securing a suitable role in the organisation where there is no substantive role for them to return to. If, however, the employee is unable to secure alternative employment before the end of such notice period, their employment would end.

Employees are expected actively to pursue opportunities themselves; the BBC will support and where reasonable help to facilitate this activity. Employees should bear in mind that any offer of employment would be subject to the relevant terms and conditions (including salary) for that alternative job; this may, for example, mean a reduction in pay.

If an employee leaves the organisation by reason of redundancy, redundancy pay will be paid in accordance with their contract. If they leave the organisation in circumstances other than redundancy, no severance payment would be made.

Short Term International Assignment – Detailed requirements

Summary

The purpose of the policy is to give clear guidance on the employment agreement between the BBC and employee for the duration of their short term assignment. The international assignment is deemed to be short-term if it is for a period of between 3 months up to 12 months.

Who this applies to

This policy applies to all employees within the BBC, with the exception of BBC Media Action, who are selected to undertake a short term international assignment.

Five key points

- Short Term International Assignments are temporary attachment arrangements in which an employee is released from their continuing substantive BBC role in the home country.
- Short Term International Assignments should be a minimum of 3 months up to 12 months in duration.
- Accepting the Short Term International Assignment opportunity results in the employee being subject to the additional assignment terms of conditions within the policy. The employee will continue to be subject to their home country terms of conditions while on assignment to a different host location.
- Employees will continue to be held to the same levels of tax and social security in the host location that they would have paid, had they remained in the home location. Regardless of the host country location, the employee will continue to see a deduction for home country tax and social security for the duration of their assignment.
- Please consult with the Divisional HR Team and the Global Mobility HR Team before recruiting any temporary international assignment job roles.

1. Definitions

1. Definitions

The following terms are used throughout the body of this document, and the meaning of each word is described below.

Home country; home location – The country where the employee is employed out of, and in most circumstances, is resident in.

Host country; host location – The country that the employee is assigned to work on a temporary basis for the duration of the assignment. In some circumstances the employee will work from multiple locations; however the host location is defined as the place where primary work is located and the majority of the time will be spent during the assignment.

International assignment – A specific temporary period of time when the employee is assigned to work in another country.

Employee – the employee who has been selected to take an international assignment.

Employer – the home country employer of the employee. This is the Company entity that the employee has their existing employment contract with.

Home country HRBP – the contact person in the home country who is facilitating the international assignment.

Host country HRBP – the contact person in the host country who will be a point of contact for the employee for the duration of the assignment.

HRBP – the Human Resource Business Partner is an HR professional who works closely with senior leaders within the BBC Division

Dependants – For the purposes of this policy, a dependant is a relative who lives with the employee in their principal residence, prior to the assignment. This includes spouse, children, step-children (if they are the legal and financial responsibility of the employee), or long-term partners (of the same or opposite sex). The age limit for a dependent child is 18 (or, if the child remains in full-time education beyond their 18th birthday, until the end of that academic year). If the dependant is disabled then the age limit does not apply. Children born to or adopted by the employee during the international assignment are included in the definition of dependants.

Please note: whilst the policy may recognise the above as eligible accompanying dependants, the host country may limit or prohibit the ability to acquire the residency visas for anyone other than a legally recognised spouse.

Line Manager – the manager responsible for the employee and job role in the host location during the assignment.

Assignment Year – a 12 month period calculated from the original start date of the international assignment.

2. Introduction

International assignments are integral to the success of a global organisation. These are necessary for example, to allow for the transfer of skills, knowledge or experience not currently available in the host location, provide overseas news coverage, and/or to develop an individual for success in their role in the home location. The BBC has developed policies and processes to enable the organisation to move its employees, across borders and continents. The short term assignment policy is part of the portfolio of policies to govern the temporary relocation of employees abroad.

What is an International Short Term Assignment?

An international assignment is a temporary work position located in another country and requires our employee to temporarily relocate to fulfil this role. The international assignment is deemed to be short-term if it is for a period of between 3 months up to 12 months. Most international short-term assignments at the BBC are a maximum of 12 months in duration. An assessment will have already taken place to source an employee locally but the specific skill set, experience and competencies of the employee mean that they are the right choice for the temporary role. As part of the assignment planning, the employee's line manager sets a clear overriding purpose for the assignment e.g. set up a new business function, recruit a team to provide local support, transfer of knowledge, etc. There should be clear, measurable objectives and milestones agreed in advance of the assignment. If for business purposes the duration of the assignment is extended beyond the 12 months period, the home country HRBP and the Global Mobility HR Team will assess whether the employee is better accommodated by moving to the long term assignment terms to fulfil the remainder of their assignment in the host location.

Whilst an international assignment may be extended in duration, no assignment should exceed 5 years in total. If the need for an employee assignment exceeds 5 years, then the employee should be offered a local contract in the host country.

What Is The Purpose Of The Policy?

The purpose of the policy is to give clear guidance on the employment agreement between the BBC and employee for the duration of their short term assignment. This policy applies to all employees within the BBC, with the exception of BBC Media Action, who are selected to undertake a short term international assignment. This is for a specific period of time where they are required to relocate on a temporary basis to another country to fulfil their role.

What Does The Policy Cover?

This policy covers compensation and assignment related benefits and reimbursements through the life-cycle of a short term international assignment. Additionally it details how this policy dovetails with the employee's current employment terms and conditions

and BBC policies. This policy should be read in conjunction with the employee's current home country employment terms and conditions.

3. Eligibility

All employees of the BBC who are requested by the BBC to undertake a temporary role in another country for a duration of up to 12 months are covered by the short term international assignment policy. In some cases, the individual's level of experience and years of service with an employer may impact the ability to apply for the employee's work permit. The host country immigration laws may restrict the application of a work permit for someone who has limited experience in their field of expertise and has not been employed with the BBC for very long. The host country immigration legislation ultimately determines if the employee is eligible for a short term international assignment in the host country.

This policy does not apply when an employee makes a personal request to relocate or be assigned to another country.

This policy does not apply when an employee permanently transfers between two employment sites either within the same country or two different countries. This policy does not apply when an employee temporarily works in another work site or location within the same country. This policy does not support accompanying dependants. Due to the short nature of the assignment and the frequency of travel home trips, the expectation is that the employee retains their family and home life in their home location and minimises the disruption to their families' life for this short period. This policy does not apply when an employee is currently on assignment in a particular country and requests to work on a new assignment in the same country. Note that where an employee is requested by the BBC to undertake a temporary role in another country which is expected to last more than 12 months the BBC Long Term Assignments Policy (and not this policy) will apply.

4. Policy Selection and Interpretation

All interpretations of this policy will be made by the Global Mobility HR Team in conjunction with the home country HRBP. All decisions around the applicability of this policy will be made by the Global Mobility HR Team and the home country HRBP. The BBC may change or revise this policy and practices from time to time. The contents of the policy shall not be interpreted as creating an employment agreement or contract with an employee. This policy will supersede any verbal or written statements made on international assignments within the BBC.

No Cash in Lieu of Assignment Benefits

International assignments are a high-cost employment arrangement for any employer. They are a necessary and worthwhile investment in our employees and the future of the organisation. The policy details and allowances have been developed to address the specific additional costs associated with an assignment to ensure that the employee is not financially impacted by accepting the assignment. In keeping with the spirit of the

policy, the employee is expected to work with the BBC to minimise assignment costs wherever possible. The employee should make the same cost-efficient decisions as they would if they were spending their own money. It should be noted however that where the spend on an item is less than that originally budgeted there will be no cash in lieu of the saving made to the employee. If an allowance is not required by the employee due to personal circumstances, the benefit no longer applies. The employee does not have the option to receive the value of the benefit in cash. For example, if the employee chooses to live with a relative in the host location during the assignment, they will not receive a cash allowance equivalent to the host housing rental costs.

Authority to Approve Exceptions

It is the BBC's intention to minimise exceptions to policy wherever possible. Flexibility has been built into the benefit provision wherever practical and possible to assist in meeting the employee's individual circumstances. Any exceptions must be reflected against what is reasonable, consistent, transparent and cost effective for the BBC. An exception to any provision of this policy may not be made without advance approval. Exceptions to this policy will need prior approval and any decision will be final.

5. Conditions of the Policy

This policy applies in relation to temporary short-term assignments only. It is not applicable to a permanent relocation to another country. It does not cover an international local hire, nor is this applicable for a personal request by the employee to relocate to another country. The conditions of the policy are that the employee remains on the headcount and payroll of their home country and in most circumstances remains tax resident in the home country with home country tax and social deductions for the duration of the assignment. The home country employer continues to be the legal employer of the employee. Their existing home country employment contract, terms and conditions continue to apply for the duration of their assignment.

Accompanying family

Short-term assignments are usually unaccompanied and it is therefore usually not possible for family members to accompany the employee on assignment. The BBC will not assist with any costs related to an employee's family member's relocation to the host location. In exceptional circumstances the BBC may, at its sole discretion, support a dependant (for example an employee's child) to accompany the employee.

Assignment Letter

The terms and conditions of the assignment will be clearly set out in the assignment letter. The letter and the terms of the relevant policy should be used to provide the understanding of the policy applicable. Before any of the assignment terms and conditions become effective, the assignment letter must be signed and dated by the BBC and the employee to confirm agreement to the terms. A copy of the assignment letter will be provided to the BBC's nominated tax return provider, who the employee must use throughout the assignment for authorised tax returns. The assignment letter will state

as a minimum the details of the terms and conditions of the assignment. This will include but will not be limited to:

- Home country
- Host country
- The employee's role and reporting lines during the assignment
- Confirmation of the employee's remuneration and benefits at the start of the assignment
- The anticipated length of the assignment and the expected start date • The notice period (from both sides)
- The relevant contacts at the start of the assignment

All of the assignment paperwork must be signed and completed prior to the assignment commencing. Payment of any applicable overseas allowances will not be implemented until this is received by the International Assignments Team.

Notice to end assignment

The period of notice for the end of assignment will be one month on either side. The BBC will usually notify the employee of the pending end of assignment at the one month point and the BBC will confirm to the employee details of the return to the home country or subsequent extension/new assignment.

Managing International Assignments

Where an individual is completing an International Assignment away from their substantive role, substantive managers should maintain reasonable contact with employees who are on temporary international assignment in another country. This is to ensure that employees are kept up to date with changes or developments in their substantive department as the employee will return to their substantive role and the end of the assignment.

6. Pre-Assignment

Pre-Assignment Medical Examination

Prior to the start of an international assignment, the employee will attend a general health examination to ensure that they are fit to travel and undertake the international assignment and to offer advice on local conditions in the host country. For some countries, the employee and their family may require further medical examinations and the employee must make sure that all vaccinations are fully up to date ahead of arrival in the host country. In some countries, a medical/fit to work certificate is required as part of the work visa/residency permit process. If it is not possible to have a face to face medical examination/consultation (for example where an assignment is to start at short notice or it is a consecutive assignment), the employee must have a telephone consultation with occupational health and any follow up should be completed overseas. The cost of the assessment will be covered by the BBC. The results of the medical assessment will only be shared with the home

country HRBP if the outcome is a medical reason why the assignment should not go ahead.

Dental Examination

Prior to starting an international assignment the employee is strongly recommended to attend a dental review to ensure that any required dental work is done in the home country before their assignment. Only emergency and routine dental work is covered by the international medical insurance policy and therefore any non-emergency dental work that is required over the duration of the assignment will be at the employee's cost. The dental reviews are not mandatory (unless they are stipulated so in the immigration work permit application for the host country; see work permit section) therefore the reviews are at the employee's expense.

Work Permit Immigration Assessment

Prior to the acceptance of an offer of an international assignment the BBC Immigration Team will conduct a full immigration assessment of the employee.

The employee will be assisted by the BBC's Immigration Team to procure the correct legal documentation to work and reside in the host location for the host country employer.

Immigration compliance must not be abused as host country authorities can remove broadcasting licences and fine or imprison employees who do not comply with all immigration/work permit requirements. Additionally, some countries may deport the employee and forbid any subsequent return, thus prematurely ending the assignment. The employee and the BBC Department therefore have a collective responsibility to ensure that they do not commence the assignment and/or work until all required permissions have been obtained.

It is important to remember that immigration decisions are not within the control of the BBC and there may be times when immigration rules prevent an assignment or cause early termination of an assignment. The BBC will support all immigration applications to try and avoid such events but if it is not possible to obtain the necessary permissions the assignment cannot proceed.

A work permit and/or visa (depending on the country) is an endorsement added to a passport by a foreign embassy official indicating that the bearer is authorised to enter, live and work in the host country for a specified limited time period.

The BBC will cover the costs of obtaining work permits and/or visas, plus any additional documentation that is mandatory for the work permit procurement process. If medical examinations, x-rays, dental records, AIDS tests, immunisations, etc. are mandatory for the work permit application, the cost of providing these records or undertaking these examinations will be a reimbursable expense to the employee.

Short-term assignments are generally unaccompanied and the BBC will not cover the cost of immigration or related expenses for any family members to reside in the host location.

The BBC expects that the employee is already in receipt of a full and valid passport and this will be checked by the BBC Immigration Team. If the employee incurs costs in procuring a passport these costs will not be directly reimbursable to the employee. The employee may use their relocation payment to cover the costs of these expenses (see relocation payment under Relocation section).

The employee is primarily responsible for ensuring that their passports and travel documents, are valid and up to date whilst on the assignment. The employee is responsible for ensuring that they are aware of the expiration dates and renewal procedures of these documents sufficiently well in advance.

The assignment is a temporary arrangement, therefore the BBC will not provide financial assistance in acquiring permanent residence status in the host location.

7. Relocation

Security Briefing

If it is deemed that the assigned location has a risk to safety, a full security briefing will be provided in advance of the assignment. This would be organised by the Department with the BBC internal Safety, Security and Resilience Team.

Initial Journey to the Host Location

The employee will be eligible for economy class transportation to the host location at the start of their assignment. The most direct routes should be taken between the home country and host countries with no personal stop-over options. The employee should choose the most economic mode of transport to make the journey to the host location. In most circumstances this will be by air. However, the option of driving the employee's personal vehicle will not be excluded, if this is practical.

Flights and travel arrangements should be booked through the designated preferred travel booking system and the bookings should be made well in advance of the start date to maximise the opportunity for discounted rates. Transport costs to and from the airports/travel ports are reimbursable.

If the decision reached is for the employee to drive their personal vehicle to the host location, the employee will be responsible for ensuring that their vehicle:

- is fit for purpose to make the journey
- has the relevant international vehicle insurance in place, and
- can be legally registered in their host country for the duration of their assignment
- and the employee complies with any relevant drivers' licence/permit requirements

The employee will be reimbursed for the cost of mileage to the host location based upon their home country travel expenses policy. Once the employee has arrived in the host location, mileage ceases to be reimbursable.

Transportation of Personal Goods

Due to the relatively short length of short-term assignments (max duration 12 months), the BBC will not fund or reimburse any shipping costs by way of a container surface or air shipment to the host location. However, the cost of excess baggage (for the outbound and assignment completion flight only) will be refunded up to a maximum 40 kg in excess of the airline allowance per person.

If the employee wishes to send personal items to the host location other than taking these on-board the relocation flights as excess baggage (up to the above mentioned limits), any costs associated with the transportation, storage and import of these goods will have to be covered by the employee personally.

The BBC will not fund or contribute towards the costs of short-term or long-term storage of personal effects in either the home or host country.

The BBC will not fund or contribute towards the costs of the transportation of pets or livestock.

Customs/Import Duties

The transportation of personal goods into the host country is not expected to create a duty. If, in the unlikely event that the employee's normal personal goods are assessed and duty is due, the BBC will pay these costs. The employee will be responsible for payment of taxes and duties on luxury items including but not exclusive to jewellery, antiques, works of art, and coin/stamp collections and also on foodstuffs, tobacco products, alcohol, and personal healthcare products. For clarity on what items are deemed normal personal goods, the employee should refer to the home country HRBP, who will ultimately determine which duty costs will be covered by the BBC.

Relocation Payment

The purpose of the Relocation Payment is to cover incidental expenses that the employee may incur in relocating on a temporary basis to the host location that are not covered by other elements of the policy.

Although not an exhaustive list, the Relocation Payment covers:

- extra luggage
- obtaining an international driving licence
- exchange rate commissions
- passport (for employees who do not already have one)
- initial hotel laundry fees

- home country monthly property management fee (not a rental property management)

The Relocation Payment amount is a one off lump sum net payment of £500, payable in the month the assignment commences or thereafter and delivered to the employee through their home payroll to their home bank account.

The Relocation Payment is paid to the employee whole. This means that the payment will be grossed up for tax purposes. Any taxes arising from the payment either in the home or the host country will be paid by the BBC as part of tax equalization

Return Journey Home

The employee will be eligible for economy class transportation to the home location at the end of their assignment. The most direct routes should be taken between the host and home countries with no personal stop over options. Flights/transport should be booked through the BBC's preferred travel agency and the bookings should be made well in advance of the end date to maximise the opportunity for discounted rates. Transport costs to and from the airport/port/station is reimbursable, in line with the BBC's expenses policy.

8. Assignment

International Medical Insurance

The BBC has an international medical insurance plan for all international employees. Details of the plan, processes and contact details will be provided to the employee prior to commencement of the assignment. The employee is responsible for ensuring they read and understand the clauses within the insurance policy and follow the insurance company's requirements.

Pre-authorisation with the provider for medical assistance is always required.

Accommodation

For the duration of the assignment the employee is eligible for the cost of their serviced furnished apartment or short-term let in the host country to be paid or reimbursed by the BBC.

Wherever possible, the BBC will provide furnished accommodation for the employee.

In exceptional circumstances, where furnished accommodation is not available, any furniture or goods purchased must be pre-authorised by the Line Manager.

Any deposits required to secure the property will be paid by the BBC. The employee will be expected to check and sign an inventory if requested to do so, both at the start and end of the rental period. The full deposit is expected to be returned to the BBC at the end of the assignment. The employee is responsible

for maintaining the property to a high standard at all times to ensure that there are no dilapidation costs associated with the property when it is returned to the landlord/service provider. Should the landlord report any excess dilapidations, the employee will be responsible for reimbursing the BBC the difference between the original deposit paid to the landlord/service provider and the amount of the deposit returned by the landlord to the BBC.

Where possible, the BBC will make direct rent payments to the landlord/letting agency.

For assignments up to 6 months' duration serviced accommodation is the preferred choice. The BBC's external suppliers will assist with finding and booking suitable accommodation, unless the employee has already sourced accommodation directly.

For assignments of between 6 months and up to 12 months duration a short term tenancy agreement usually offers better value for money and is the preferred choice.

For all assignments a maximum housing allowance will be set. The allowance is based on external statistical data on housing costs in the locality and should be equal to a standard studio or one bedroom apartment (good-low rates).

Employees have the option of using the BBC's external suppliers to find and book suitable accommodation (up to the value of the allowance) or alternatively they can source accommodation themselves and receive reimbursement of housing costs (up to the value of the allowance), subject to the employee providing appropriate receipts.

In exceptional circumstances and where the availability of studio or one bedroom apartments is limited, a higher rate equal but not exceeding the standard market rate of a two bedroom apartment can be provided. The BBC's external suppliers will assist in determining the appropriate allowance.

Should the employee choose to rent accommodation in excess of the set allowance, the excess will be for the employee to fund and the BBC will collect this, usually via a payroll deduction with a fixed/agreed exchange rate being applied.

In the event that the employee takes accommodation that costs less than the housing allowance, the BBC will fund the actual cost. No cash allowance will be paid for the differential between the maximum allowance available and the actual cost.

The BBC will make no contribution towards any additional continuing costs arising from or associated with the living accommodation. Such continuing costs include: rates, cleaning, maintenance, decoration, contents & personal effects insurance etc. The BBC will not meet any costs arising from employment of domestic staff.

Employees are required to ensure that décor and fittings in the property, as well as the surrounding grounds of the property do not deteriorate over and above fair wear and tear and that the standards remain high. The BBC will regard any damage caused through deliberate, avoidable or inappropriate behaviour by the employee, member of the family or other guests to be a cost to be met by the employee.

The BBC will expect reimbursement from the employee if any deduction is made against the deposit. In anticipation of any final liability associated with the property, the BBC may at its discretion withhold the final expense claim until the property has been assessed by the landlord and the deposit returned to the BBC

Utility Costs

Any separate utility costs not included in the rent will be paid by the BBC if employee is placed in serviced apartment accommodation. The utilities bills will either be paid directly by the BBC, or paid by the employee and then reimbursed through their expenses system.

Typically the utility bills that are covered include water, gas, oil, electricity, wi-fi usage and telephone line rental. Utility costs not covered by the policy include telephone bills and satellite TV billing.

Temporary Accommodation

The BBC will provide the employee with up to 30 days' temporary living costs in a hotel or serviced apartment accommodation in the host location for assignments lasting between 6 and 12 months.

The BBC will determine the appropriate budget based on statistical data from external suppliers.

The type of accommodation will reflect what is available locally and what the least expensive option for the BBC is. No per diem or expensing of meals and incidentals is covered for the temporary living period.

No temporary accommodation will be available for assignments lasting less than 6 months.

Home Leave

The BBC will not fund the cost of travel to the home country during an assignment of six months or less. If the assignment is expected to exceed six months, one economy return flight will be provided as long as the employee returns to the assignment post for at least three months after the home leave has ended.

Home leave flights are provided to keep in touch with work colleagues and are therefore provided between the employee's contractual work base location and host location. It is not possible to reroute home leave flights between the host

location and the employee's country of origin, nationality or permanent residence if different from the contractual work base location.

9. Remuneration

Salary

The assignment salary is the remuneration to be paid during the assignment.

Salary will continue to be paid via the home country payroll. The salary will be reviewed under the normal home country salary review process.

- Assignment salaries are calculated using a build-up approach, taking into account:
- Home country hypothetical tax or actual tax (depending on home country withholding tax regulations)
- Home country hypothetical or actual social security
- Acting pay if the assignment position is at a higher band than the home position
- Cost of Living Adjustment (COLA) allowance if applicable
- Other applicable allowances

Cost of Living Adjustment (COLA) Allowance

Where there is a difference in the cost of living between the home and host location, a Cost of Living Adjustment (COLA) allowance will be paid to protect the assignee's daily purchasing power on items such as food, clothes, social activities etc. in the host country.

A Cost of Living Adjustment (COLA) allowance is the additional compensation that is needed for the employee to retain similar spending power in the host country as they experienced in the home country at the salary level for the assignment. It should be noted that the methodology cannot, and is not intended to, allow for individual spending patterns.

An employee will be eligible for an assessment for a COLA allowance using externally sourced data from a third party provider, which calculates possible additional income required to preserve this spending power. The calculation takes into consideration the employee's income and family size.

The calculation takes a standard basket of goods and services that the employee is likely to purchase on a regular basis, and compare the cost of those items between the two countries. If the basket of goods and services costs more in the host location, the data will indicate how much additional income the employee will need to protect their ability to continue to purchase these items.

The data can change during the period of the assignment, which would result in a change to the cost of living allowance. Possible impacts on the indexes include inflation, exchange rates, VAT rates, government policy changes, etc.

It is not guaranteed that the employee will receive a cost of living allowance.

This is entirely dependent upon the home and host country combination. A COLA

allowance can go up and down over the course of the assignment dependent upon the indexes of the third party data.

The COLA allowance is paid to the employee whole. This means that the allowance will be grossed up for tax purposes. Any taxes arising from the allowance either in the home or the host country will be paid by the BBC as part of tax equalization. The cost of living allowance is paid on a monthly basis via payroll. The payment is made monthly in arrears, therefore the first payment will be paid to the employee after the completion of their first month on international assignment.

If the host country is deemed to have a lower cost of living than the home country, the employee will receive no cost of living allowance. Where there is a negative cost of living calculation no deduction will be applied and the employee will not experience a reduction in their normal income to adjust for the lower cost of living in the host country.

Child Allowance

Where the home country domestic legislation/state system allows for a payment to be made to the employee for dependent children and this is no longer due as a result of the assignment the BBC will make a payment to recognise the loss of this benefit but only for children resident with the employee in the host location during the assignment period.

Disability Allowance

Where the home country domestic legislation/state system allows for a payment to be made to a disabled person and this is no longer due as a result of the assignment the BBC will make a payment to recognise the loss of this benefit but only while the employee is resident in the host location during the assignment period.

Large Exchange Rate Fluctuations

If there is a large fall in exchange rates of at least 10 per cent over three consecutive months, the BBC will review the exchange rate situation and decide whether any additional measures are required to compensate the employee for any exchange rate losses in the host country.

10. Tax Policy on Assignment

The tax policy aims to eliminate the impact on net employment income of variations between tax and social security systems in different countries.

Employees will be held to the levels of tax and social security that they would have paid, had they remained in the home location – the net pay guarantee. This policy is intended to ensure that employees on assignment are broadly, neither “better off” nor “worse off” on stay at home remuneration as a result of the assignment.

A deduction is made to the salary which represents the tax that the employee

would normally have paid, had they remained in their home country. The hypothetical calculation will not be individually personalised but a generic model used, which reflects as closely as possible typical home country circumstances will be used taking into consideration:

- Standard tax allowances and deductions
- Tax relief available for compulsory contributions to home pension plans

In exchange, the BBC will pay the actual taxes and social costs due in the host location on employment income; salary, bonus, and on any assignment-related benefits that may be provided such as relocation allowances, cost of living allowances, international medical, accommodation, schooling, return flights to the home location, tax return preparation etc.

The Tax Equalisation policy only applies to assignment-related employment income and does not cover other employment income which relates to the employment with the BBC such as redundancy payments. The assignment policy assumes the employee will repatriate to the home country at the end of the assignment. In the event that the employment with the BBC is terminated whilst on assignment, the employee will be fully liable to tax and social security due in any country on any income received in connection with the termination (such as a redundancy payment).

The employee will remain fully liable for any host or home country taxes due on personal income/spousal income.

The BBC will provide the services of a reputable accountancy practice to prepare tax returns in the host country and only returns prepared by the BBC's selected provider will meet the terms of this policy.

It remains the responsibility of the employee to ensure that the information shown on the tax return is both complete and accurate and to ensure that the returns are filed promptly with the tax authorities concerned. Wilful failure to comply with tax filing or the late submission of required information to the tax return provider will result in the employee being liable for any late filing penalty and interest charges.

Tax Position Adopted

Income tax allowances and any tax relief arising from the assignment shall belong to the BBC, including personal allowances. This means that in calculating the BBC's share of the employee's tax liabilities, personal income (and spousal remuneration) shall be treated as the top portion of the employee's income when considering the tax rates to be applied (i.e. the highest rates of tax applicable in the individual's circumstances are applied to personal/spousal income, not BBC income).

The employee is responsible within the year end timetable to:

- Provide the tax service provider with complete and accurate information to enable the completion of the tax return. This will change by location but typically covers details of all personal or spousal income, travel calendars where required
- Check the tax returns carefully to ensure that they are complete and accurate before signing and filing on a timely basis
- Repay all tax and social security refunds received from the tax authorities in the home or host location, which relate to BBC sourced income. Following preparation of individual tax returns, the BBC's appointed tax service provider will confirm to the employee the tax and/or social security that is repayable to the BBC. The employee must follow instructions provided by the BBC's appointed tax service provider and/or the BBC to repay any monies owed
- Open a bank account in the host country to enable any tax payments to be made if necessary

Tax Audits

The employee must forward all tax notices or statements received from the host tax authority to the tax service provider and co-operate fully with the service provider throughout any dealings with the relevant tax authority.

Tax Services Provided

The services to be provided to the employee are as follows:

- Submission of departure documentation and obtaining non-residence status if available
- Host country arrival tax briefing
- Submission of arrival documentation, including social security clearance and registration
- Liaison with tax authorities to obtain expatriate status
- Filing of host country tax returns. The service will also include the preparation of any request for extensions to file the tax return
- Review of tax authority statements and necessary appeals if required
- Submission of departure tax return if required*
- Liaison with tax authority to confirm cessation of tax residence
- Tax equalisation/reconciliation calculation if required**

*The BBC will not authorise home country tax return assistance if the employee is considered full-year non-resident and has personal income to report. The employee is expected to file any home country tax returns required for the purposes of reporting any personal income received while on assignment. The employee will be responsible for any interest and/or penalties that may be due in respect of home country tax returns that are filed late in order to report personal income only.

**The purpose of a tax equalisation/reconciliation calculation will be to determine if an under-withholding of hypothetical or actual tax was applied against the employee's stay-at-home income via the home country payroll which may result in a refund to the BBC by the employee. The calculation may also be needed to calculate where any tax refunds would be payable to the employee for any over-withholding of hypothetical or actual tax applied via the home country payroll. Such calculations will be authorised when necessary.

Tax Services Not Provided

The following services are not provided:

- The preparation of tax returns other than for the BBC employee (unless joint returns are required by the tax authority)
- The preparation of any dependant children's tax returns
- Financial or personal tax planning services Where such services are undertaken they are subject to a separate engagement with the employee and payment of fees for such services is the sole responsibility of the employee.

Work duties outside of host country, including home country

All employees are expected to maintain a record of their international travel and work duties wherever performed to facilitate analysis by the BBC/BBC's nominated tax advisor of exposure to income tax in the home, host and additional countries where domestic rules may determine an exposure to tax. The BBC's tax advisor will provide a travel tracker facility to enable this to be recorded electronically using a secure site.

Employees must pre-authorise any home country work days as the number of home country work days may have an impact on an individual's tax residence status.

UK employees will receive a UK tax exit briefing from a member of the BBC Group Tax team. The employee's UK tax residence position will be determined during this UK tax briefing and it will be agreed whether an employee is eligible to spend days working in the UK while on international assignment. Each employee's circumstances will be unique to them.

Correspondence will be sent to the employee summarising the discussion and what has been agreed from a UK tax perspective during the briefing. The employee must maintain communication with the relevant member of the BBC Group Tax team in respect of anticipated UK work days following the conclusion of the briefing.

11. Early Repatriation

There are specific circumstances where the BBC will support the employee's decision to conclude the assignment before the agreed end date.

Evacuation

The safety and well-being of the employee is extremely important to the BBC. If there are significant changes in safety and security in the host location, the BBC will ensure that the employee is transported to a safe haven in the event of a potential threat of bodily harm due to military intervention, civil disorder or natural catastrophe. The advice of the foreign office, security consultant and international sources will be taken.

Death Overseas

In the event of the employee's death in the host location, the BBC will assume responsibility for the transporting of mortal remains to the home country. The BBC will pay all shipment costs of the deceased's personal effects to the home country. The BBC will reimburse the remaining spouse for any reasonable and necessary legal and tax advice pertaining to the death of their partner in the host location.

Resignation

If the employee resigns their employment with the BBC whilst on assignment in order to take up employment with another company the employee will be responsible for the payment of all repatriation/relocation costs.

If the employee chooses to remain in the host location following resignation, the tax equalization calculation will assume that the employee returned to the home country within 30 days of resignation. No non-BBC income will be included in the tax equalization calculation. Other Policies Whilst on Assignment

Global Code of Ethics and Business Conduct

Whilst on an international assignment the employee must continue to uphold the BBC's Code of Conduct standards. The employee is responsible for ensuring that they are fully knowledgeable and compliant with local country laws, customs and practices and that they and their accompanying family members adhere to these. Failure to comply could subject the BBC and the employee to legal penalties and could result in an immediate ending of the assignment. It is important that all parties follow both the letter and the spirit of the law to protect themselves from criminal and civil penalties. The employee represents the BBC during the assignment and must act as a good ambassador to the BBC at all times on their assignment.

Data Protection

The data protection legislation that is in place in the home country will continue to be applicable for the duration of the international assignment.

Paid Time Off Policy

During the assignment the employee remains on their home country employment contract therefore the paid time off work entitlement will remain the same as it would have done had they stayed in the home location. The employee should continue to request leave entitlement using the usual request process but the line manager that the employee is reporting to in the host country should agree the request.

Annual Leave and Public Holiday

For the duration of the assignment, the employee's annual leave and public holiday leave will continue to be governed by the home country BBC leave policy and home country public holiday entitlement.

For a full time, one year assignment, the employee would usually be entitled to their home country annual leave entitlement plus the additional number of days to cover home country public holidays. Agreement should be sought from the host country Line Manager as to when leave days can be taken.

All accrued leave must be taken prior to the assignment and during the assignment period.

Should the employee terminate their employment with the BBC either during the assignment or during the holiday year in which the assignment ends, the entitlement specified above will be prorated to determine the actual entitlement up to the last day of employment with the BBC for that holiday year.

Maternity and Paternity Leave

The home country policy will apply wherever possible.

Exceptional Leave

The majority of personal circumstances which necessitate time off work should be accommodated within the normal annual leave allocation. However, in exceptional circumstances the home country policy will apply wherever possible.

Pension

The home country BBC pension scheme will apply wherever possible. This is based on the employee already being enrolled in the BBC home country pension scheme.

It is recommended that the employee contact their BBC home country pension provider if they have any specific pension questions before starting any international assignment in the host location

You can read more about the [approach to onboarding](#).

You can read more about [Early Careers, Pre-employment Programmes and Staff Apprentices](#)

Early Careers, Pre-employment Programmes and Staff Apprenticeships

Summary

The BBC is committed to the continued delivery of high quality Pre-employment, Early Careers and Staff Apprenticeship programmes. We have internal quality assurance measures in place that we analyse regularly and use to inform future programmes. Our vision is to be the most creative organisation in the world and we will achieve this through our core mission; to deliver world class content and services that inform, educate and entertain our audiences. For us to achieve this vision, we will support individuals with early career and staff development opportunities both within the BBC and in the wider creative sector.

These detailed requirements outlines the BBC's approach to Pre-employment, Early Career Programmes and Staff Apprenticeships and applies to:

- Entry level talent schemes, e.g. trainees, apprentices, pre-employment, work experience, interns etc.
- Higher level staff development schemes, e.g. staff apprenticeships; mid-career programmes
- Programmes which are funded and delivered by the Divisions
- Positive action programmes/schemes
- Programmes which are fully funded by the BBC, or part funded by an external organisation, e.g. Creative Access trainee scheme

Five key points

1. Any proposal to start a scheme must be discussed as early as possible with the BBC's Early Careers and Staff Apprenticeships Scheme team.
2. An approvals process is in place to ensure that all development programmes across the BBC align with the provisions set out in these detailed requirements.

3. Approval to begin a scheme must be granted before any commitments are made on behalf of the BBC.
4. Occasionally, the BBC may consider running a training programme open only to one particular under-represented group and this will only be undertaken when the BBC needs to address clearly identified under-representation within its workforce.
5. Support and guidance is available to all parties in this process – whether you raise a complaint, if you have been accused of bullying, harassment, including sexual harassment or victimisation, if you are cited as a witness in the complaint, or if you have witnessed bullying or harassment.

1. Definitions

In order to be eligible for any of the BBC's schemes, applicants must have the legal right to live and work in the UK for the duration of the scheme. Only in exceptional circumstances will the licence fee be used to support non-UK residents.

BBC Schemes is the encompassing term for all formally recognised BBC Early Careers, Pre-employment, or Staff Apprenticeship Programmes. All those undertaking formally recognised Schemes are considered as BBC employees. Unless explicitly stated within this policy, the prevailing BBC employment policies apply to those undertaking BBC Schemes.

There is an approvals process in place for starting new schemes to ensure that all programmes across the BBC align with provisions set out in this document.

It is important that any proposal to start a scheme is discussed with the BBC's Early Careers and Staff Apprenticeships Scheme Portfolio Managers at an early stage and that approval is gained before any commitments are made.

BBC Schemes are governed by these detailed requirement and for the purpose of this are further defined as below:

- Apprenticeship: A vocational training programme which leads to a formal qualification accredited by an Awarding Body
- Trainee Scheme: A BBC designed training scheme which has no formally recognised qualification
- Pre-Employment Scheme: A formally recognised scheme (either an Internship or T-Level work placement) which is run in partnership with education providers and attract Government funding
- Core BBC Mandatory Training: The BBC considers training in some subjects to be so important that it is mandatory. This is referred to as 'Core BBC Mandatory Training' and it is mandatory for all BBC employees, regardless of their role or Scheme.

Programmes can be open to all or targeted at specific groups. They can be funded centrally or by Divisions. They can be fully funded by the BBC, or part funded by an external organisation such as an industry body. Whilst on a Scheme within the definitions above, the BBC is committed to providing continued learning and development opportunities. The BBC will consider the completion of a Scheme as important as balancing business needs. It is for this reason that the BBC's Learning and Development policy does not apply to those undertaking formally recognised Schemes.

2. Apprenticeships

Apprenticeships within the United Kingdom are formally recognised employer designed qualifications governed and funded by UK Government (or devolved Nation), and formally approved by Ministers. There are some minimum legal requirements within the devolved UK nations which our apprenticeship programmes meet dependent on the apprenticeship standard offered.

An apprentice can be 16 or over and is employed, working alongside experienced employees gaining job-specific skills and getting time for training and study related to the profession (an average of at least 6 hours per working week). Training is delivered either by a college, a university, the BBC or a commercially approved apprenticeship training provider. Apprenticeships can take between 1 and 5 years to complete depending on their level of study ranging from Level 2 (GCSE/Standards) to Level 7 (Master's Degree).

Apprenticeship Schemes at the BBC

There are two types of apprenticeship arrangement and the following sections provide more detail. All types of apprentice are required to be released for an average of at least 6 hours per working week to complete off-the-job training and study.

The BBC operates a minimum age of 18 on all Apprenticeship schemes for Health and Safety and Child Protection reasons apart from the Pre-employment T-level schemes which are for post 16 years.

Entry Level Apprenticeships

All entry level apprentices are contracted on a standard BBC continuing contract except for production apprentices who are on fixed term contracts. If an apprentice was engaged before September 2021, an additional Addendum was provided covering provisions specific to the apprenticeship). If an apprentice was engaged on or after 1st September 2021, specific information is contained within each individual's contractual documents and this policy contains details of provisions that apply.

Apprentices are contracted on a training band (TRN), outside of the BBC's formal pay and banding structure, to reflect the nature of their role.

Entry level Apprentices are in the workplace to learn and this learning takes precedence over any day-to-day operational demands. They are supernumerary and should not be carrying out duties on which the BBC depends.

Entry level Apprentices receive the following, irrespective of the apprenticeship qualification they are following:

- All Apprentices based in London will receive a basic salary uplift equivalent to that of BBC London Weighting
- Off the job training – for an average of at least 6 hours of their working week in line with government requirements for an Apprenticeship
- A Team Leader in the workplace who is responsible for their day-to-day work activity, performance in the workplace and pastoral care
- A scheme specialist, responsible for the overall smooth delivery of the apprenticeship programme and who works with the external Training Provider to ensure that all elements of the apprenticeship qualification are being met and also provides additional support to the Team Leader and individual apprentices where required.

Staff Apprenticeships

Launched in 2018, the BBC offers apprenticeships to eligible members of existing BBC staff. Government funding rules mean that we can utilise apprenticeships to develop and upskill existing staff (subject to meeting specific eligibility criteria). All BBC staff apprentices are required to be released for an average of at least 6 hours of their working week to complete off-the-job training and study.

All BBC Staff Apprentices stay in their current job and maintain their existing terms and conditions and complete the apprenticeship qualification alongside their existing role.

Due to the demanding nature of these programmes, individuals will need the full support of their Team Leader and HRBP.

3. Trainees

Trainee Schemes are developed by the BBC and supported by the Early Careers Team or Divisional teams. BBC Trainee Schemes combine on-the-job first-hand experience with bespoke BBC Academy training. Trainees are embedded in Divisional teams working alongside industry professionals.

Age discrimination law prevents us placing an upper age limit on Trainee Schemes.

The BBC operates a minimum age of 18 on all Trainee programmes for Health and Safety and Child Protection reasons.

Entry level Graduate Trainees Schemes

All entry level trainees are contracted on a standard BBC continuing contract or Fixed Term Contract. If a trainee was engaged before September 2021, an additional Addendum was provided covering provisions specific to the trainee Scheme). If a trainee was engaged on or after 1st September 2021, specific information is contained within each individual's contractual documents and this policy contains details of provisions that apply.

The contractual status of trainees needs approval from the relevant Divisional HR Director and the BBC's Head of Early Careers and Staff Apprenticeships.

Trainees are contracted on a 'trainee' job band (TRN) to reflect the nature of their role and sit outside the BBC's formal pay and grading structure.

Entry level Trainees are in the workplace to learn and this learning takes precedence over any day-to-day operational demands. They are supernumerary and should not be carrying out duties on which the BBC depends.

Entry level trainees receive the following, irrespective of their scheme type:

- All Trainees based in London will receive a basic salary uplift equivalent to that of BBC London Weighting
- A programme of learning and development that may vary in length. All salaries are paid pro rata
- A BBC-designed structured programme of learning with regular reviews.
- An allocated and supervised role within the BBC in order to gain practical on the job experience.
- Off the job structured training opportunities (usually via the BBC Academy) as well as work-based learning
- A Team Leader in the business, and a Scheme Specialist responsible for the smooth delivery of the trainee programme.

Externally funded or Part-Funded Trainee programmes

There are times when we may choose to engage with wider industry training schemes which are in receipt of public funds or funds from other reputable third parties.

This is a complex contractual area and it is essential to get this right as part of the approvals process. BBC Tax, BBC Legal and the Head of Early Careers and Staff Apprenticeships must approve any use of external funds and contractual arrangements at the earliest stage.

It is our responsibility to ensure that these Trainees are on bona fide training programmes and never used in place of labour that we would otherwise have to hire in order to run our business.

It is common for such schemes to be externally audited for compliance with their funding rules. It is essential therefore that we adhere to the following on all occasions:

- Part funded trainee schemes will be fixed term in duration
- Individuals may be hired on a BBC Training Agreement and will be in receipt of a Training Allowance which should be the same net pay (i.e. after taxes and NI pay) as the standard BBC Trainee or Apprentice pay (whichever is most appropriate), taking into account if London Weighting is applicable
- To ensure comparability with the BBC's own trainee schemes, externally funded programmes should offer at least an equivalent level of training to other trainee programmes fully or part-funded by the BBC. The aims and objectives of the training plan needs to be agreed as part of the Schemes Approval process to ensure consistency with other BBC schemes
- Externally funded or part-funded trainees need to have their own individual learning plan which supports their on-the-job learning and development as well as off-the-job training. This needs to be closely monitored by Team Leaders and Scheme Specialist to ensure that learning objectives are being met. Timely records need to be kept of progress against the learning plan.

When any approved fixed term scheme ends, alumni are eligible to apply for BBC internal vacancies for up to one year from the completion date.

4. Academic Internships

The management of interns is the sole responsibility of the BBC division they are working in. The BBC does not support the practice of long, unpaid internships and offers internships in the following circumstances only:

- Any internship offered by the BBC should be an accredited part of a recognised Academic course of study at a UK Higher Education Institute
- We do not accept people as Academic Interns in the summer after they have completed their studies
- Interns will be contracted on a fixed term contract and paid the National Living Wage rate
- The maximum duration for an internship is 12 months
- There needs to be a three-way agreement between the individual, the BBC and the HEI regarding the purpose and terms of the internship

5. Performance, Support, Probation and Conduct

This section applies to all trainees and apprentices, irrespective of scheme type. However, specific protection exists for apprentices and this is highlighted where applicable and applies to all types of BBC Apprenticeship Schemes.

Performance Management

The BBC recognises that the role of an apprentice or a trainee means that the BBC is responsible for ensuring that adequate training and support is received in the workplace. We also understand that initially there may be a difference in levels of experience, skills and knowledge between those undertaking Schemes and other employees. The BBC is committed to successful completion of its Schemes and will support individuals in cases of challenging and mitigating circumstances.

Available Support

There is support available to those undertaking Schemes to ensure completion and qualification where applicable. This includes:

- A team leader in the workplace who is responsible for their day-to-day work activity, performance in the workplace and pastoral care
- A scheme specialist, responsible for the overall smooth delivery of the programme and who works with the external Training Provider to ensure that all elements of the apprenticeship qualification are being met and also provides additional support to the Team Leader and individual apprentices where required.
- Access to the BBC's [Wellbeing support services](#)
- For all Apprenticeship Schemes, Learning Providers are an additional form of support.

6. Personal Development

BBC Schemes formally recognise the BBC's commitment to nurturing new talent for the creative industry and are structured to ensure completion and qualification. Whilst undertaking a BBC Scheme, individuals will have the support outlined above and will have ongoing development conversations about the individual's progress, learning objectives and a discussion to understand what skills have been acquired.

Team Leaders will provide pastoral and career development support to apprentices and trainees. Team Leaders are not required to complete a formal myConversation for apprentices and trainees.

Support Resources are available to Team Leaders who are line managing apprentices.

Team managers are supported by Scheme Specialists who act as an escalation point where required.

Apprentices also have regular tripartite reviews where the Team Leader and Apprentice meet with the learning provider and sometimes the scheme specialist to discuss their learning progress

7. Probationary periods

Employees newly appointed to the BBC will be subject to a probationary period of six months for continuing staff and for fixed-term contracts, a probationary period will be half the length of the contract up to a maximum of six months. Probation periods will be assessed against one or more of the following: conduct, attendance and performance

(both in the role and against the BBC Values). Additional probationary periods do not apply when an apprentice or trainee moves into their qualification role.

Details of individual notice periods can be found in Schemes contractual documentation.

8. Conduct

It is expected that all those undertaking formally recognised BBC Schemes familiarise themselves with the BBC's values, policies and procedures. BBC employees are ambassadors for the BBC and it is expected that employees, whether inside or outside of working hours, comply with all reasonable and lawful direction and this includes the personal use of social media. As a BBC employee you must avoid compromising the BBC's impartiality or bringing the BBC into disrepute by any online or social media activities, for instance, by expressing your own views (or endorsing the views of others) on any political matters, either on personal websites or social media. More information can be found by reading the Impartiality Guidelines or the Personal Use of Social Media Policy.

9. BBC Schemes Capability Procedure

The BBC's Capability policy and procedure does not apply to those undertaking Schemes. This section details the bespoke Schemes Capability procedure to be followed where an apprentice or trainee fails to reach or maintain the required standard of performance through lack of knowledge, skill or ability.

The BBC Disciplinary policy will be used where the failure to perform or meet academic standards required is a matter of misconduct.

The BBC reserves the right to implement the procedure detailed below at any stage, taking into account the relevant circumstances including the level of poor performance, the nature of the role and the performance issues. In particular in cases of gross negligence or in any case where a probationary period has not yet been completed, dismissal without following the Schemes capability procedure may be appropriate.

The BBC expects all individuals undertaking Schemes:

- to be capable of carrying out the work they are engaged to do at the required standard
- to continue to observe the normal standards of behaviour expected of BBC employees wherever they are
- to attend and participate in training
- to complete coursework and assessments as required
- to maintain their academic performance meeting the pass mark required

10. Apprentices and Academic Results

The academic requirements for completion of an apprenticeship will be determined by the learning provider in relation to examinations, coursework and standards. In cases where apprentices do not meet the pass mark, exam resits and coursework submissions

remain at the discretion of the training provider. It is at the BBC's discretion to limit the number of attempts at resits or resubmissions and due consideration will be applied to individual cases.

If the required academic standards (including examinations and coursework) are not met, the BBC shall be entitled to dismiss you without notice or payment in lieu of notice and without reference to the BBC's Schemes Capability Procedure. Dismissal in these cases will follow an outlined procedure to comply with the legally enhanced dismissal protections for apprentices.

11. Trainees and Academic Results

Trainee Schemes are specifically designed by the BBC as a formalised learning and development programme. The academic requirements and standards for completion of a trainee scheme is determined by the BBC Academy. In cases where trainees do not successfully pass the required assessments, the BBC reserves the right to limit the amount of attempts at assessment.

If the required standard is not met, the BBC shall be entitled to dismiss you without notice or payment in lieu of notice and without reference to the BBC's Schemes Capability Procedure.

Initiating the BBC Schemes Capability Procedure

The BBC Schemes Capability Process is divided into an informal process and a formal process.

At the outset, it is expected reasonable efforts should be made to informally address performance issues without instigating the formal process. Team Leaders are required to provide the individual with a reasonable opportunity to improve and support the individual to achieve the required standard of performance. This must be balanced with operational requirements and the needs of the BBC.

Where issues are not resolved, the formal process must be instigated and the Team Leader must seek guidance from Manager Advice and inform the individual of their right to be accompanied by an accredited trade union representative or a BBC colleague (other than a practicing lawyer), and the individual will be advised of that right prior to the BBC Schemes Capability Policy meeting. The companion should be allowed to address the meeting in order to present the employee's case.

Informal Schemes Capability Process

As far as possible, the BBC will seek to address performance issues for individuals undertaking Schemes informally. This may take place during scheduled discussions where a Team Leader provides regular feedback and the individual is given the opportunity to perform well. Team Leaders are responsible for setting realistic and attainable performance standards and communicating this to their team members. It is the responsibility of the Team Leader to provide support and assistance to ensure the individual has the opportunity to achieve the required standard. Support may be

additional training and development, guidance or where safeguarding or wellbeing concerns exist, referrals are made as appropriate.

Where appropriate, a Team Leader should refer to the Guide to Supporting, Retaining and Recruiting Disabled Staff and where necessary advice should be sought from Manager Advice and Access and Disability Services.

Any underperformance issues should ideally be discussed at or around the time they arise. It must be clear to the individual in writing that there are concerns about their performance before the formal BBC Schemes Capability Procedure is instigated.

Where the Informal Schemes Capability Procedure does not yield satisfactory results or is not appropriate in relation to the concerns, the formal Schemes Capability Procedure will be implemented.

Formal Schemes Capability Process

There are defined steps to the Formal Schemes Capability Procedure and each must be followed. It is important to note that at any formal meetings:

- employees have the right to be accompanied by an accredited trade union representative or a BBC colleague (other than a practicing lawyer), and the employee will be advised of that right prior to the BBC Schemes Capability Procedure meeting.
- the hearing manager may arrange a note taker to take summary notes of the meeting.

A copy of the summary notes will be sent to the employee and their representative (if appropriate) for comment. Provided comments are received within a reasonable timeframe, as defined by the hearing manager, they will be held with the original notes from the meeting.

- there is no minimum notice period for formal Schemes capability meetings, but the individual will be permitted sufficient time to contact and brief their representative.
- employees must take all reasonable steps to attend formal capability meetings. Failure to attend a meeting without good reason may be treated as misconduct.
- employees have the right to state their cases at formal capability meetings before decisions are reached.

Step1: First Schemes Capability Meeting

Team Leaders will write to the employee notifying them of the concerns over their performance and the basis of those concerns, and will invite them to a meeting to discuss the matter.

At the meeting the employee's Team Leader will explain the way in which the required standard has not been met, using examples to support concerns. Through discussion

with the individual, the Team Leader will seek to identify the reasons for the unsatisfactory performance.

Following the meeting, if the manager decides that it is appropriate to do so, the employee will be issued with a written Improvement Note setting out the areas in which the employee has not met the required performance standards.

The Improvement Note will:

- stipulate that failure to reach the required performance standard may result in further formal action being taken and could lead to dismissal.
- be disregarded for further Capability purposes after 12 months or such other period as specified at the time it is issued
- will include a formal Improvement Plan which sets out the improvement that is required, the standard to be reached and timescale within which it must be achieved.

When issuing an Improvement Plan the manager will ensure the length of the plan is reasonable by taking into account all of the relevant circumstances including:

- the level of poor performance;
- the performance issues in question and improvement required;
- the nature of the role.

The Improvement Plan aims to enable the individual to achieve the required standard of performance and will:

- include clear, measurable, realistic objectives and timelines.
- detail specific actions and may include training and development activities, advice, guidance, or support activities.
- not usually exceed three months.
- be reviewed periodically in terms of progress in performance improvement. It is likely that at least one interim review meeting is held to assess the individual's performance against the Improvement Plan period to date.
 - Where progress towards the objectives is satisfactory, it will be recognised and continued improvement encouraged. If the individual is not making sufficient progress towards the objectives the manager will discuss with the employee the further improvement that is required and any support that is needed.

For the duration of the Improvement Plan, the employee will not be eligible for any pay increase due and it is the Team Leader's responsibility to action this. This will be reviewed and the pay increase reinstated at the point when the employee has consistently met the required performance standard.

Step 2: Second Schemes Capability Meeting

At the end of the Improvement Plan period, a meeting will be held to review the employee's performance. The Team Leader will write to the employee in advance explaining the purpose of that meeting.

The possible outcomes of the meeting may include but are not limited to:

- **No further action:** If the Team Leader determines that the objectives have been met and the individual is performing at the required standard no further action will be taken. The employee will be informed in writing that they have achieved the required level and that they are expected to maintain that standard of performance.
- **Final written warning:** If the objectives have not been met and the Team Leader concludes that the under-performance may still be rectified by further support a final written warning and Improvement Plan may be issued to the employee. The warning will stipulate that failure to reach the required performance standard may result in dismissal or redeployment to another position. A final written warning will be disregarded for capability purposes after 12 months or such other period as specified at the time it is issued. In exceptional circumstances a warning may remain in force for more than 12 months or never be removed.
- **Extension of the Improvement Plan:** Where significant progress has been made in achieving the required standard but concerns remain, a Team Leader may decide it appropriate to extend the Improvement Plan. The length of the extension will take into account the length of the previous Improvement Plan and the level of under-performance but cannot exceed the expiry of the Improvement Note. Where the required standard of performance is not achieved during the extension of the Improvement Plan the employee will be required to attend a further Step 2 meeting.

Step 3: Third Schemes Capability Meeting

At the end of a further Improvement Plan period, a meeting will be held to review the employee's performance. The Team Leader will write to the employee in advance explaining the purpose of that meeting and that one of the possible outcomes may be dismissal or redeployment to another position.

The possible outcomes of the meeting may include but are not limited to:

- **Dismissal with notice** (including how an apprenticeship will conclude where applicable)
- **Transfer to an alternative Scheme** - the Team Leader may consider that this is appropriate as an alternative to dismissal. This may include a change to the Scheme level or type. This may include starting a Scheme as a Year 1 Apprentice paid at the corresponding rate.
- **No further action** - this will follow the principles set out at Step 2 above. The manager will inform the employee of their decision in writing.

Before a capability penalty is imposed on an accredited representative of a trade union recognised by the BBC, the capability proceedings will be discussed with a full time officer of the union concerned.

Step 4: The Right to Appeal

Termination of Scheme

The BBC reserves the right to end a BBC Scheme at any time and will follow the applicable policies and procedures to meet its legal obligations as an employer and to support the wellbeing of the individual.

For the avoidance of doubt, the BBC does not believe that the completion of a BBC Scheme and the consequent termination of your employment would amount to a redundancy. Accordingly there is no entitlement to any statutory or BBC enhanced redundancy payment or benefit in these circumstances. In the case of fixed term Schemes, completion of the scheme does not guarantee any further placement or work with the BBC.

For apprentices, the agreement between an apprentice and the BBC is a contract of employment not a contract of apprenticeship. For all intents and purposes, apprentices will be treated as a BBC employee and the policies which apply are clarified in each individual's contractual documentation.

It is recommended that Team Leaders speak to their divisional HR Business Partner regarding any relevant restructures. The Early Careers Team must be consulted and kept informed. BBC Team Leaders should consider ways of avoiding redundancies in line with the Redundancy and Reorganisation Policy. Whilst the provision of 6 month timeframe between notification and termination on grounds of redundancy does not apply to individuals undertaking Schemes, the general principles around consultation will be followed.

12. Unpaid Opportunities

Shadowing

At the discretion of their Team Leader, any member of staff can invite in an individual for a day's shadowing without further referral. Shadowing is only available for friends and family of staff over the age of 18, and BBC staff from other departments.

A member of staff may only bring in one person to shadow within any 12 month period, and they remain responsible for the guest at all times that they are on BBC premises.

Shadowing is generally offered for 1 day, with a maximum of 2 days. It is not possible to offer a repeated experience to the same applicant within a 12 month window to ensure everyone has an equal opportunity. Shadowing does not apply to anyone external to the BBC that has contacted you by chance.

13. Positive Action Programmes

Occasionally, and only when we need to address a clearly identified under-representation in the workforce, we may consider running a training programme open only to one particular under-represented group.

This area is complex and due consideration must be given to when it is or is not permissible to take positive action. The following considerations apply:

- What is the specific under-representation we are seeking to address? We will need to be able to demonstrate the analytical evidence to support this
- We need to explain why the proposed positive action scheme is the most appropriate and proportionate response to this under-representation (and that alternatives have been considered)
- We need to ensure the purpose of a positive action training and development scheme is to provide high quality, practical training aimed at growing transferable skills in a broadcasting environment
- Individuals may come to us for a few days and any scheme under 10 days will remain under the terms of work experience: unpaid but with an expense allowance
- Those who are here on a positive action training scheme for longer are not classed as BBC employees.
- An exception may apply to people with disabilities; Please speak to the Workforce Diversity and Inclusion Team or Head of Early Careers and Staff Apprenticeships for consideration and approval
- In order to enable them to take up the training, they will be contracted on the BBC Training Agreement receive a training allowance; this is not a salary. This is usually equivalent (net) to the standard BBC Trainee or Apprentice salary rate (after tax and NI, and taking into account London Weighting)
- Within four weeks of joining, trainees receive a high quality training and development plan as part of their induction from their Team Leader. This sets out the learning objectives of the training programme, the off-the-job/classroom training that supports this, and the on-the- job learning objectives which reinforce the training. This training and development plan should be completed in consultation with the trainee.
- The Early Careers and Staff Apprenticeships team can provide an Induction checklist and a training plan template.
- The trainee's development activity in the workplace should always be to further their training and development, never to carry out an activity which we would otherwise have to hire someone to do. They should, at all times, be shadowing/working alongside other members of the team and, at all times, be supernumerary. They should not be allocated tasks on which the BBC depends.
- Progress towards achieving the training plan should be reviewed on a monthly basis by the Scheme/ Team Leader – appropriate feedback and assistance should be given to support this plan

- There can be no guarantee of a job at the end of the training programme. All trainees need to compete on a level playing field with other applicants for BBC jobs
- Each positive action scheme needs to be assessed on its individual circumstances; we can make no assumption that, because we have run a scheme before, it is permissible to run others
- If we choose to run the same scheme again, we need to re-assess the circumstances every time we re-commission the programme
- Those on fixed term schemes are eligible to apply for BBC internal vacancies for up to one year afterwards.

