

Equal Opportunities Policy

September 2014



Equal Opportunities Policy

Issue 3, September 2014

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Equal Opportunities Policy

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Introduction

This Policy applies to all employees employed by a VolkerWessels UK Company except employees employed by VolkerRail Ltd.

VolkerWessels UK is committed to providing a diverse, safe, efficient and integrated sustainable organization that reflects all segments of the community in all its operations and relationships. VolkerWessels UK will strive to attract employees and volunteers from all cultures and socio-economic groups, in order to develop and retain the skills and talent needed to meet its business objectives. In terms of recruitment our key aims are to achieve:

A workforce that reflects the diversity of the United Kingdom and / or the diversity of the specific locations in which our offices / sites and operations are located; and

Greater understanding and ownership amongst the communities of United Kingdom, stakeholder organisations, contractors and our people (whether agency, employees or consultants) of our goals and aspirations.

VolkerWessels UK's vision is to become a leading organisation which recognises the contribution of all staff, and which is supportive, fair, just and free from discrimination. The delivery of our vision is supported by our published corporate values which confirm our commitment to:

Operate on a fair and honest basis with all clients and colleagues; and take into full consideration the needs and circumstances of all our employees, clients, colleagues and those with whom we work.

The following document sets out VolkerWessels UK's policy on equal opportunities. VolkerWessels UK is committed to a policy of treating all its employees and job applicants equally. No employee or potential employee shall receive less favourable treatment or consideration on the grounds of race, colour, religion, nationality, ethnic origin, sexual orientation, gender including transgender, age, disability, marital status including civil partnerships or part-time status or will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds.

It is VolkerWessels UK's intention that this Equal Opportunities Policy and associated Policies shall extend to and be applied to all customers, clients, suppliers, sub-contractors and all other third parties who deal with VolkerWessels UK or their employees in the course of VolkerWessels UK's business.

Please find enclosed the following Policies:

Equality and Diversity Policy;

Recruitment Policy;

Harassment Policy; and

Disabilities and Reasonable Adjustments Policy.

Equal Opportunities Policy Statement

There should be no discrimination on account of race, colour, religion, nationality, ethnic origin, sexual orientation, gender including transgender, age, disability, marital status including civil partnerships or part-time status (These are referred to as protected characteristics throughout this Equal Opportunities Policy and associated documents.

VolkerWessels UK will appoint, train, develop, reward and promote on the basis of merit and ability.

All employees have personal responsibility for the practical application of this Equal Opportunities Policy, which extends to the treatment of job applicants, employees, customers and visitors. Special responsibility for the practicable application of the policy falls upon managers, supervisors and personnel involved in the recruitment, selection, promotion and training of employees or those involved in establishing or maintaining relationships with customers, clients, suppliers, sub-contractors and other third parties.

VolkerWessels UK's Grievance Procedure is available to any employee who believes that he or she may have been unfairly discriminated against. The Harassment Complaints Procedure set out in this policy is available to any employee who believes that he or she may have been harassed. Employees will not be victimised in anyway for making such a complaint in good faith. Complaints of this nature will be dealt with seriously, in confidence and as soon as possible.

If a customer, client, supplier, sub-contractor or other third party believes that they may have been unfairly discriminated against they should notify their normal contact at VolkerWessels UK immediately, or if this is not appropriate, the Managing Director.

Disciplinary action will be taken against any employee who is found to have committed an act of unlawful discrimination. Serious breaches of this policy and serious incidents of harassment will be treated as gross misconduct. Allegations of discrimination which are not made in good faith will also be considered as a disciplinary matter. Confidential records of ongoing matters dealt with in accordance with this policy will be kept.

In the case of any doubt or concern about the application of this policy in any particular instance, consult the HR Department.

Alan Robertson



Chief Executive, VolkerWessels UK

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Equal Opportunities Code of Practice**Objectives**

VolkerWessels UK has introduced this Equal Opportunities Policy. VolkerWessels UK regards this as a commitment to make full use of the talents and resource of all its employees and to provide a healthy environment which will encourage good and productive working operations within the organisation and with its customers, clients, suppliers, sub-contractors and other third parties.

This code of practice describes how the policy is to be applied throughout VolkerWessels UK.

VolkerWessels UK is particularly concerned that equality of opportunity is maintained in the following areas:

- Recruitment and selection;
- Promotion, transfer and training;
- Terms of employment, benefits, facilities and services;
- Grievance and disciplinary procedures;
- Dismissals and redundancies; and
- Relationships with customers, clients, suppliers, sub-contractors and other third.

A copy of this policy is available from the HR Department and is issued to all new employees.

VolkerWessels UK will ensure that all managers and supervisors with the responsibility for any of the areas of particular concern listed under 'Objectives' above are provided with the appropriate equal opportunities training where necessary. Up-to-date literature on equal opportunities is always available from the HR Department.

VolkerWessels UK will ensure that all managers and supervisors are provided with the appropriate equal opportunities training where necessary. The provision of training to ensure that all members of staff are trained and graded on the basis of their abilities and the requirements of the job and are employed and retained in a non-discriminatory manner. The timing, frequency and arrangements for training and development activity, will take into account the needs of employees who are part-time or whose pattern of working is outside normal office hours. The training scheduled will include staff with caring responsibilities and staff with disabilities, who may require reasonable adjustments. Where VolkerWessels UK's arrangements in relation to promotion, transfer or training put disabled workers at a substantial disadvantage, for a reason connected with their disability, reasonable adjustments to the arrangements will be made to eliminate the disadvantage. If that is not reasonably practicable, reduce the disadvantage unless objectively justified.

Equality and Diversity Policy Statement

VolkerWessels UK's strategy is to understand our customer and employee needs and respond to them. We are committed to providing a diverse, safe, efficient, integrated and sustainable organisation that reflects all segments of the community in all operations and relationships. VolkerWessels UK promotes best practice to create superior value for our clients and employees, from all cultures and socio-economic groups. In order to develop and retain the skills and talent needed to meet its business objectives. VolkerWessels UK acknowledges and values, cultural differences amongst all people.

Each and every employee is valued. In terms of equality, inclusion and diversity our key aims to achieve are to:

- Engage a workforce and supplier base, that reflects the diversity of the communities of the United Kingdom;
- Promote greater understanding and ownership amongst, stakeholder organisations, contractors, our workers (whether agency, employees or consultants) of our goals and aspirations;
- Provide mechanisms to eliminate unlawful discrimination (whether by employees, agency workers, suppliers or sub-contractors, graduates, consultants or any other third party). We are an inclusive organisation that respects the dignity, uniqueness and intrinsic worth of every individual in the VolkerWessels UK associated community—the supply chain, our staff and their families, board members and volunteers;
- Strive for employer excellence; adopting, a positive best practice compliance approach in policies, procedures, recruitment, development, retention, promotion, training and treatment of employees, contractors and consultants;
- Act as an enabler, of good relations between peoples' from different communities and social groups, address inequalities, promote growth through a skilled and diverse workforce, in accordance with legislation;
- Promote equal opportunity, inclusion and diversity in recognition of the differences that exist between all peoples' irrespective of race, colour, religion, nationality, ethnic origin, sexual orientation, gender including transgender, age, disability, marital status including civil partnerships or part-time status;
- Accept the highest responsibility for health, safety, environmental awareness and protection. Operating on a fair and honest basis with all clients, customers and employees; avoiding conflicts of interest and all forms of corruption;
- Monitor, measure and review performance against the equality, inclusion and diversity policy targets in terms of service delivery and employment. Taking all necessary steps to mitigate and/or eliminate any negative impact, to encourage a positive impact on equality target groups
- Ensure commitment of senior staff to provide the resources required to progress and join up; initiatives to manage and deliver sustainable equality, inclusion and diversity; taking into full consideration the needs and circumstances of all our employees, clients, colleagues and those with whom we work; and
- Communicate cultural change in a joined-up approach, ensure continuity of the joint vision in terms of service delivery and performance, developing a new cross-organisational communications strategy.

Alan Robertson



Chief Executive, VolkerWessels UK

Equality and Diversity Policy (continued)

Introduction

VolkerWessels UK's vision is to become a leading organisation which recognises the contribution of all staff, and which is supportive, fair, just and free from discrimination.

The purpose of this Equality and Diversity Policy is, with the support of our vision and values, to reinforce VolkerWessels UK's commitment to delivering the Diversity Vision and associated Goals as defined by our key Clients.

This policy defines and describes the core objectives on which VolkerWessels UK's strategies, plans, and measurable targets are based. VolkerWessels UK use these core objectives to achieve, promote and encourage equality, inclusion, diversity and sustainability, for employment and service delivery.

This policy statement and associated procedures provides the framework by which VolkerWessels UK will promote and deliver diversity, inclusion and equality in respect of:

- Staff and employees
- Suppliers and Sub-contractors
- The delivery of services for our clients

VolkerWessels UK ensure that people and suppliers are not privileged or subject to less favourable treatment on the grounds of race, colour, nationality, ethnic origin, sexual orientation, gender including transgender, age, disability, marital status including civil partnerships, disability (physical or mental), religious or political beliefs, Trades Union membership, type of contract (whether full time, part time or fixed term) or any other irrelevant distinction.

The Equality, Inclusion and Diversity Policy is one of a number of inter-related policy documents. Our policy statements, and associated action plans, reflect our ambition to become leaders in the field of sustainable procurement and focuses on the key themes detailed below:

- Encouraging a diverse base of suppliers
- Promoting greater environmental sustainability
- Promoting community benefits and values Encouraging ethical sourcing practices
- Meeting strategic labour needs
- Enabling training, including diversity training

The connection between VolkerWessels UK's corporate social responsibility as an employer, equality, inclusion and diversity are intertwined. In striving to be noted as offering Employer Excellence, the policy framework aspiration applies to all:

- VolkerWessels UK employees and special advisors.
- Staff at all levels of the organisation.
- Agency and consultancy staff not directly employed, who are undertaking works on our behalf.
- Contractors, sub-contractors delivering services for and on our behalf.

VolkerWessels UK's aim is to enhance 'best value' for our clients whilst simultaneously encouraging diversity. The Equality and Diversity Policy, Diversity Training Plan, Supplier Diversity Plan and/or Communications Plan, focus attention and resources to ensure compliance with our client's Procurement Policy Statements.

Equality and Diversity Policy (continued)

Introduction (Continued)

VolkerWessels UK's resource management strategy facilitates long term planning to take steps to promote the sector and attract women and ethnic minorities. This is delivered through education initiatives developed in close working relationships with staff, contractors, consultants, sub-contractors, supply chain, graduates, clients and local communities. Such long-term planning incorporates our successful Apprentice Training Scheme.

VolkerFitzpatrick are Investors in People (IIP) accredited. Our aim is to retain accreditation by fulfilling all of the criteria laid down for acceptance, including the managing diversity criteria, and complying with any additional requirements that may arise as a result of IIP audits and monitoring.

VolkerHighways, VolkerStevin, VolkerLaser and VolkerInfra are committed to working towards being credited with Investors in People (IIP).

Identifying Diverse Suppliers

Our supply chain approach is open, flexible and deals with a mix of local, national, SME and BAME suppliers. Suppliers and sub-contractors are selected using established, open and fair, procedures. Recognition is given to health and safety, quality, technical capability, equality, inclusion and diversity in resources, deliverability, environmental awareness and capability, (suitability and sustainability) and balanced with price.

VolkerWessels UK work with our clients and supply chain to, collectively, identify local SME suppliers who can add value to our contracts. This approach supports our corporate social responsibility, environmental and sustainability policies. We will work with our clients, local community leaders and local industry bodies (e.g. Business Link) to identify local SME's and BAME's who are able to provide services and facilities to the contract.

VolkerWessels UK have in place existing policies, processes and procedures to ensure that we comply with all current EU legislation relating to open and fair competition. These policies and procedures will be reviewed to ensure that any potential issues preventing supplier opportunities are removed.

Commitment to Diversity supplier involvement

It is the policy of VolkerWessels UK Contractors Ltd. to include our sub-contractors, suppliers and consultants in delivering our Equality, Inclusion and Diversity Policy statement. As part of our plan we will provide appropriate guidance and assistance to ensure that the Suppliers or persons undertaking works for and on behalf of VolkerWessels UK demonstrate a good understanding of the approved Equality, Inclusion and Diversity Policy.

Our policy and process will ensure full commitment to expanding and developing a Diverse Supply chain. Our policy statements, endorsed by Management Boards and senior managers, will be fully communicated to everyone working at company and contract level.

Providing Opportunities for Diverse Suppliers

Senior Managers will have the responsibility to ensure and demonstrate that each potential opportunity has been properly communicated to the widest possible audience in a timely manner in accordance with the communications plan (refer to Section 5).

Equality and Diversity Policy (continued)

Providing Opportunities for Diverse Suppliers (Continued)

VolkerWessels UK is seeking to increase the alignment between its procurement policy and local economic development strategy. We will adopt a 'buy local' policy, where appropriate, which includes a number of specific elements:

- Simplifying regulations on the side of the purchaser.
- Use of smaller contracts, which are more suitable to small firms, and are also under EU advertising thresholds for public tenders.

Advertising in the local press.

- Using local business support agencies to circulate information on contracts and develop consortia and invitations to tender.
- Local training and capacity building to improve the fitness of local businesses to compete.

Suppliers will be encouraged and evaluated on their processes, and continued support of the E&D Policy. Demonstrating that the supplier/s cater for women, ethnic minority groups, disabled persons and other diverse groups. Where required to do so, we will jointly develop programmes and plans with our suppliers and sub-contractors, which compliment approved Policies of our own.

Positive Community Interaction

We recognise that positive interaction and engagement with local communities and stakeholder groups will be of benefit both to VolkerWessels UK and our clients. We will, following contract award, agree with our clients a programme of community and stakeholder interaction to jointly promote the positive aspects of the contract.

Consultation

It is our intention to consult with our clients fully on any material or publicity which utilises their name or logo. Any press releases will be co-ordinated and lead by our Client's respective PR/press offices. No comment will be made to the media without the prior authorisation of our client.

By the very nature of the works we undertake, we have experience of liaising and working with multiple stakeholders to notify and inform them of works we undertake. Our open and honest approach ensures that we receive the maximum benefit from consultation both in designing our works and the methodology and approach in delivering the works. We will consult with our clients regarding target and mandatory groups and organisations that will form part of our consultation framework.

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Recruitment Policy Statement

VolkerWessels UK ensures that individuals are selected on the basis of their relevant aptitudes, skills, abilities, experience and general suitability. Recruitment will only take place where there is no current employee to fill the position and the relevant Director has given authority. All staff responsible for recruitment are trained in selection procedures and are aware of all current, relevant employment legislation. This recruitment policy embodies all the principles of Equality, Diversity & Inclusion and shall promote and deliver Equal Opportunities for all:

- No employee or job applicant will be discriminated against, disadvantaged or receive less favourable treatment because of a protected characteristic.
- All stages of recruitment and selection for this project will be fair and the criteria for each job will be applied consistently.

The standards for diversity embraced by VolkerWessels UK, includes the concept of recognition of differences. These include race, colour, religion, nationality, ethnic origin, sexual orientation, gender including transgender, age, disability, marital status including civil partnerships or part-time status or socio-economic background.

Advertisements for posts will give sufficiently clear and accurate information to enable potential applicants to assess their own suitability for the post. Information about vacant posts will be provided in such a manner that does not restrict its audience in terms of race, colour, religion, nationality, ethnic origin, sexual orientation, gender including transgender, age, disability, marital status including civil partnerships or part-time status. Recruitment literature will not imply a preference for one group of applicants unless there is a genuine occupational qualification that limits the post to this particular group, in which case this must be clearly stated.

- Vacancies will be circulated internally and advertised externally concurrently.
- All job profiles and essential attributes for jobs will include only requirements that are necessary and justifiable for the effective performance of the job.
- All selection will be thorough, conducted on an objective basis and staff appointed on the basis of merit. Where it is necessary to ask questions relating to personal circumstances, these will be related purely to job requirements and asked to all candidates.

The Managing Director is ultimately responsible for all recruitment issues and together with the Director responsible for Human Resources and The Human Resources Manager ensure that the Company objectives and system are implemented. All senior members of staff however have a responsibility to ensure that this policy is understood and complied with by all of their colleagues. They will provide the resources required to progress and promote initiatives to manage and deliver equality of opportunity for all taking into full consideration the needs and circumstances of our employees, clients, colleagues, the local community, and the local environment.

This policy will be reviewed on an annual basis or in line with any legislation changes if sooner and revised to reflect changes in our activities or requirements. In addition to all those who work on our behalf it is made available to all interested parties through rules, directives, procedures and method statements.

Alan Robertson**Chief Executive, VolkerWessels UK**

Recruitment Policy (Continued)

Recruitment and selection

The following principles should apply whenever recruitment or selection for positions takes place:

- Individuals will be assessed according to their personal capability to carry out a given job;
- Assumptions that only certain types of person will be able to perform certain types of work must not be made;
- Any qualifications or requirements applied to a job which have or may have the effect of inhibiting applications from certain types of person should only be retained if they can be justified in terms of the job to be done;
- Any age limits applied to a job should only be retained if they can be justified in terms of the job to be done;
- Recruitment solely or primarily by word of mouth should be avoided if its effect is or may be to prevent certain types of person from applying;
- Selection tests should be specifically related to job requirements and should measure the person's actual or inherent ability to do or train for the work;
- Selection tests should be reviewed regularly to ensure they remain relevant and free from any unjustifiable bias, either in content or in scoring mechanism; and
- Applications from different types of person should be processed in the same way.

All applicants are to complete a Company Application Form. All reasonable steps shall be taken to ensure that this process does not restrict or discourage any applicant because of a protected characteristic which they or anyone with whom they are associated possesses. All selection decisions shall be noted on the Job Interview Assessment form. These forms shall in respect of all applications be retained by the HR Department to facilitate audit and review to demonstrate, transparently the compliance with all legislation.

References shall be taken on all potential employees.

VolkerWessels UK offers members of staff a £500 award for recruiting a new member of staff, with an additional £500 on the recruit's completion of a year's service with us.

Job descriptions, person specifications and core competencies have been produced for our key staff ensuring they fully understand the role they are required to undertake. These roles and responsibilities are fine-tuned to meet the needs of individual people, clients/contracts and agreed with our people prior to works commencing. In respect of Health and Safety issues HSE-33 Form outlines the individual's roles and responsibilities. These shall be briefed to all personnel on commencement of employment. The forms may be modified to adapt to the changes of the working environment and re-briefed to the individual. All Senior Managers are responsible for ensuring the individual understands their role within the organization and how they interact with internal Departments and external customers.

No person will be employed unless the correct selection and recruitment procedure has been established and complied with.

Recruitment Policy (Continued)

Promotion, transfer and training

The following principles should apply to appointments for promotion, transfer and training:

- Assessment criteria and appraisal schemes should be carefully examined to ensure that they are not unlawfully discriminatory whether by way of direct, indirect or associative discrimination;
- Assessment criteria and appraisal schemes should be monitored and, where such criteria or schemes result in predominantly one group of workers gaining access to promotion, transfer or training, they will be checked to make sure this is not due to any hidden or indirect discrimination;
- Promotion and career development patterns will be monitored to ensure that access to promotion and career development opportunities in particular groups of workers are not unjustifiably being excluded;
- Traditional qualifications and requirements for promotion, transfer and training, such as length of service, and age, which may discriminate against certain groups of workers shall be reviewed and will only continue to be applied if genuinely justified; and
- Policies and practices regarding selection for training, day release and personal development should not result in an imbalance in training between groups of workers unless this is objectively justified.

Where VolkerWessels UK's arrangements in relation to promotion, transfer or training put disabled workers at a substantial disadvantage for a reason connected with their disability, reasonable adjustments to the arrangements should be made to eliminate or, if that is not reasonably practicable, reduce the disadvantage unless objectively justified.

VolkerWessels UK will encourage other organisations to improve social inclusion and diversity by removing the physical, attitudinal, cost and communication barriers so that everyone, regardless of any protected characteristic can enjoy gainful employment. We will assist organisations to recognise the benefits of investing time, budget and energy in achieving equality of opportunity, greater social inclusion and diversity as part of our wider Corporate Social Responsibility.

VolkerWessels UK take all reasonable steps to promote the sector and attract women and black ethnic minorities through education and initiatives developed in a close working relationship with a number of schools, colleges, universities and further education establishments and local communities. These initiatives are supported by staff, contractors, sub-contractors, consultants, supply chain, volunteers, graduates and strategic partners.

Recruitment Policy (Continued)

Terms of employment, benefits, facilities and services

The following principles shall apply to terms of employment, benefits, facilities and services:

- The terms of employment, benefits, facilities and services available to workers should be reviewed regularly to ensure that they are provided in a way which is free from unlawful discrimination whether by way of direct, indirect or associative discrimination;
- Part-time workers should receive pay, benefits, facilities and services on a pro-rata basis to their full-time comparator unless otherwise objectively justified;
- Where VolkerWessels UK's arrangements relating to terms of employment, benefits, facilities and services put disabled workers at a substantial disadvantage due to a reason connected with their disability, reasonable adjustments to the arrangements should be made to eliminate or, if that is not reasonably practicable, reduce the disadvantage unless otherwise objectively justified;
- Pay and bonus criteria, policies and arrangements should be carefully examined and monitored, and if it appears that any group of workers are disadvantaged by them they will be checked to make sure that this is not due to any hidden or indirect discrimination.

Grievances, disciplinary procedures, dismissals and redundancies

Workers who, in good faith, bring a grievance (or assist another to do so) either under this policy or otherwise in relation to an equal opportunities matter will not be disciplined, dismissed or otherwise victimised for having done so.

Any group of workers will not be disciplined or dismissed for performance or behavior which would be overlooked or condoned in another group unless there is genuine and lawful justification for this. Redundancy criteria and procedures will be carefully examined to ensure that they do not operate in an unlawful manner. The provision of voluntary redundancy benefits will be equally available to all workers concerned unless there is a genuine and lawful justification for doing otherwise.

Eligibility to Work in the UK

The Home Office are in the process of changing the way in which work permits are applied for. This means that VolkerWessels UK need to become a Sponsor in order to apply for permission to work for employees from outside the EEA. To become a Sponsor and keep our Sponsor status we need to show that we have strict policies and procedures in place for checking eligibility to work in the UK.

In addition to this, the Home Office have also introduced fines of up to £10,000 per illegal employee. For knowingly employing someone illegally the fine is unlimited and there is the possibility of a prison sentence of up to 2 years.

The following procedure shall be applied:

Employees will not be paid via Payroll unless HR are in receipt of correct and verified documentation to prove that they are eligible to work in the UK. This applies to ALL weekly and monthly paid employees.

Evidence should be taken at Interview stage. Where this is not possible it should be obtained no later than the employees first working day.

Recruitment Policy (Continued)

Eligibility to Work in the UK (Continued)

The HR Department will confirm to you if the information received is sufficient. The documentation required is either:

- A current UK passport - A copy of the first page, the personal details page(s) and any other relevant pages i.e. visa, or
- A full birth certificate - This must detail the parent names **AND** Proof of National Insurance Number, i.e. P45, P60 or National Insurance card.

Managers must see the original documentation and sign the copy to show that the originals have been seen. Documentation should be either scanned and emailed or posted to HR as fax copies are often not very clear.

For all non EEA employees, please contact the HR Department for further clarification of what documentation is required as soon as possible as obtaining work permits and Home Office clarification can be a lengthy process.

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Harassment Policy Statement

We acknowledge that everyone should be treated with dignity and respect at work. Bullying and harassment of any kind are in no-one's interest and will not be tolerated.

Harassment is not only stressful; it is discriminatory and may be unlawful. During their employment with VolkerWessels UK no employee must act in any way which could be considered discriminatory through bullying or harassment because of a protected characteristic towards a fellow employee, customer or any person with whom you come into contact on behalf of VolkerWessels UK.

Examples of unacceptable behavior include:

- Spreading malicious rumours, or causing offence (particularly because of a protected characteristic)
- Copying memos/emails that are critical about someone to others who do not need to know
- Ridiculing or demeaning someone
- Exclusion or victimisation
- Overbearing supervision or other misuse of power or position
- Unwelcome sexual advances
- Making threats or comments about job security without foundation
- Deliberately undermining a competent worker by overloading and constant criticism
- Preventing individuals progressing by intentionally blocking promotion or training opportunities.

Instances of bullying and harassment may be treated as disciplinary offences which, will be dealt with in accordance with the company disciplinary procedures.

All complaints of bullying and/or harassment, or information from employees relating to such complaints, will be taken seriously and dealt with fairly, confidentially and sensitively.

Alan Robertson**Chief Executive, VolkerWessels UK**

Harassment Policy (Continued)

Introduction

All employees have the right to work in an environment which is free from any form of harassment. It is VolkerWessels UK's policy that the harassment of any of its employees is unacceptable behavior. Anyone found to be in breach of this policy will be liable to disciplinary action which could result in their dismissal.

Harassment - What is it?

Harassment takes many forms, occurs on a variety of different grounds and can be directed at one person or many people. An essential characteristic is that it is unwanted by the recipient and that the recipient finds the conduct offensive or unacceptable. Conduct becomes harassment if it is persisted in once it has been made clear that it is regarded by the recipient as offensive, although a single incident may amount to harassment if sufficiently serious. It is the unwanted nature of the conduct which distinguishes harassment from friendly behavior which is welcome and mutual.

Harassment can be based on:

- Race, ethnic origin, nationality or skin colour Gender including transgender or sexual orientation Power or hierarchy
- Willingness to challenge harassment (leading to victimisation) Membership, or non-membership of a trade union
- Disabilities, sensory impairments or learning difficulties
- Age
- Possible links to AIDS/HIV Status as an ex-offender Health
- Physical characteristics
- Personal beliefs
- Marital status including civil partnerships
- Religion.

Whilst not an exhaustive list, forms of harassment include:

- Physical contact
- Jokes, offensive language, gossip, slander, offensive or sectarian songs and letters;
- Posters, graffiti, obscene gestures, emblems, flags
- Offensive e-mail, screen savers etc. Isolation or non-co-operation and exclusion
- Coercion for sexual favours
- Pressure to participate in political/religious groups
- Intrusion by pestering, spying and stalking

Harassment is unlawful in many cases and individuals may be legally held liable for their actions.

Harassment Policy (Continued)

Procedure

Due to the seriousness with which the Company views harassment, informal and formal reporting procedures have been introduced which are separate from the Grievance Procedure as a mechanism for dealing with complaints of harassment.

All allegations of harassment will be dealt with seriously, promptly and in confidence.

Employees who feel they have been subject to harassment must not hesitate in using this procedure nor fear victimization. Retaliation against an employee who brings a complaint of harassment is a serious disciplinary offence which may constitute gross misconduct.

The HR Department will provide, in confidence, advice and assistance to employees subjected to harassment and assist in the resolution of any problems, whether through informal or formal means.

Informal procedure

If an incident happens which you think may be harassment and you do not wish it to happen again, you may prefer initially to attempt to resolve the problem informally. In some cases it may be possible and sufficient to explain clearly to the person engaging in the unwanted conduct that the behavior in question is not welcome, that it offends you or makes you uncomfortable and that it interferes with your work. You should make it clear that you want the behavior to stop.

In circumstances where this is too difficult or embarrassing for you to do on your own you should seek support from a work colleague or the HR Department.

If you are in any doubt as to whether an incident or series of incidents which have occurred constitute harassment, then in the first instance you should approach the HR Department on an informal basis. They will be able to advise you as to whether the complaint necessitates further action, in which case the matter will be dealt with formally/informally as appropriate.

If the conduct continues or if it is not appropriate to resolve the problem informally, it should be raised through the following formal process.

Formal procedure

Where informal methods fail, or serious harassment occurs, you are advised to complain formally to the HR Department.

Consideration will be given to the immediate separation of the complainant and the alleged harasser. In serious cases the alleged harasser may be suspended.

You will be interviewed by a manager handling the complaint to establish full details of what happened. He or she will then carry out a thorough, impartial and objective investigation as quickly as possible. Those carrying out the investigation will not be connected with the allegation in any way. An investigation will be carried out quickly, sensitively and with due respect for the rights of both you and the alleged harasser.

The investigation will involve interviews with the person against whom you are making the complaint. The alleged harasser will be given full details of the nature of the complaint and will be given the opportunity to respond.

Harassment Policy (Continued)

Formal Procedure (Continued)

You and the alleged harasser will have the right to be accompanied and/or represented by a colleague or trade union representative at any interviews. You will not be asked to provide details of the allegations repeatedly unless this is essential for the investigation.

Strict confidentiality will be maintained throughout the investigation into the allegation. Where it is necessary to interview witnesses the importance of confidentiality will be emphasised to them. When the investigation has been completed you will be informed whether or not your allegation is considered to be well founded.

If the allegation is well founded disciplinary action may be taken against a person alleged to have committed the behavior you are complaining about and, depending on the circumstances and the seriousness of the complaint, may result in the dismissal of that person.

If the allegation is not well founded, consideration will be given to whether it is necessary to transfer or reschedule the work of both or either party, in cases where it would not be appropriate for you to continue to work in close proximity.

VolkerWessels UK takes these matters very seriously. However, malicious complaints of harassment can have a serious and detrimental affect upon a colleague. Any unwarranted allegation of harassment, made in bad faith, will be deemed potential gross misconduct.

We are sure that all employees appreciate that this must be so to protect the integrity of this policy.

Harassment by Third Parties

If you consider that you have been harassed by someone not employer or connected with VolkerWessels UK for a reason connected with you employment with the Company you should use the formal or informal reporting procedure set out above in order to draw this to VolkerWessels UK's attention who will take all reasonable steps to ensure that such harassment does not occur again.

Disabilities and Reasonable Adjustments Policy Statement

VolkerWessels UK will take reasonable steps to avoid disadvantage faced by disabled people in relation to recruitment, retention, promotion, development, retirement and dismissal. In accordance with our stated Equality, Diversity and Inclusion Policy plus all associated strategies, action plans and the fact that VolkerWessels UK recognises and uses the social model of disability, this policy applies such that any disabled member of staff who requires reasonable adjustments shall be afforded them as far as is reasonable possible and practicable. This policy aims to:

- Raise awareness amongst all staff of the moral, social and legal obligations to make reasonable adjustments for people who are disabled or who have a long-term health condition, and in particular, the requirements of the Equality Act 2010 as it applies to disability.
- To encourage disabled staff to request reasonable adjustments and to feel confident in the knowledge that they will be supported by VolkerWessels UK should they require them
- To provide Staff responsible for making adjustments with information about their obligations under this policy, the procedure to follow and sources of support and guidance.

All employees, including the senior management team, with this Policy to:

- Consider special needs of target groups in terms of anti-discrimination.
- Involve equality groups prioritising actions and resources for those in greatest need.
- Treat others with respect at all times and actively discourage discriminatory behaviour/practice.
- Participate in training and wider learning opportunities to eliminate prejudice and extend good practice
- Enforce zero tolerance of harassment, and that the harassment of any of its employees, in any form, is unacceptable behavior. Anyone found to be in breach of this policy will be liable to disciplinary action which could result in their dismissal.

Subject to operational requirements, VolkerWessels UK will give sympathetic consideration to members of staff whose personal circumstances change or to job applicants with special needs and will endeavour to accommodate these through agreements on retraining, redeployment, and/or alternative working arrangements and extended leave allowances.

The Managing Director is ultimately responsible for all recruitment issues and together with the Director responsible for Human Resources and The Human Resources Manager ensure that the Company objectives and system are implemented. All senior members of staff however have a responsibility to ensure that this policy is understood and complied with by all of their colleagues. They will provide the resources required to progress and promote initiatives to manage and deliver reasonable adjustments taking into full consideration the needs and circumstances of our employees, clients, colleagues and their specific local environment. This policy will be reviewed on an annual basis and revised to reflect changes in our activities or requirements. In addition to all those who work on our behalf it is made available to all interested parties through rules, directives, procedures and method statements.

Alan Robertson



Chief Executive, VolkerWessels UK

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Disabilities and Reasonable Adjustments Policy (Continued)

It is VolkerWessels UK's policy that disabled people, including job applicants and employees, should be able to participate in all of its activities fully on an equal basis with people who are not disabled.

Disabilities - What are they?

For the purpose of this policy, disabilities are either physical or mental impairments that have a substantial and long term affect upon a person's ability to carry out normal day-to-day activities.

Some disabilities are immediately obvious, for example use of a wheelchair, while other disabilities may not be apparent at all, for example HIV infection. Certain conditions are not considered to be disabilities, for example poor eyesight which is corrected simply by wearing prescription spectacles, or addiction to alcohol or other substances. If you would like further information about whether a particular condition is a disability you should contact the HR Department.

Introduction

The Equality Act 2010 requires VolkerWessels UK to make -reasonable adjustmentsll where a criterion, function, practice or physical feature of premises places a disabled person at a substantial disadvantage when compared with people who are not disabled.

A Reasonable Adjustment may be required:

- When a disabled person applies for and is recruited to a post
- When a member of staff becomes disabled
- When the impact of an impairment or medical condition deteriorates for an employee
- When there is a change to the workplace or employment arrangements
- When there is a need for a disabled member of staff to undertake further training

Reasonable adjustments may extend to the individual only; for example, acquiring or adapting equipment or organising transport to and from work. Or, they may be more wide-ranging to include changes to:

- Policies and/or procedures
- Working arrangements
- Access to premises Signage
- Safe evacuation

The principle of equal opportunity and meritocracy is well-established within VolkerWessels UK and all managers and employees are expected to behave accordingly. Should any employee experience any actual or perceived difficulties in this area, they are required to raise the matter immediately with their manager or, if an alternative is advisable, with the HR Department.

VolkerWessels UK also wishes to ensure that no unjustifiable discrimination occurs against an individual with disability on the grounds of his or her disability in relation to recruitment, promotion, training, benefits, terms and conditions of employment and dismissal.

Wherever possible, reasonable adjustments will be made to either the workplace, workstation or working environment to help the disabled person cope with their disability.

This policy document gives practical advice for all staff. Should further information be required on part ii or part iii of the Disability Discrimination Act; contact VolkerWessels UK's HR Department.

Disabilities and Reasonable Adjustments Policy (Continued)

Employment

The duty not to discriminate in the employment and retention of disabled people (Part II of the Act) has been in force since 1996. VolkerWessels UK's approach to its employment responsibilities is covered in the Recruitment Policy; Equality, Diversity and Inclusion Policy; and Equal Opportunities Policy.

Job applicants should not be asked about health or disability issues before a job offer is made. There are limited exceptions which should only be used after discussion with the HR Department. For example it may be necessary to ask questions to establish whether an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments), to ascertain whether an applicant is fit to attend an assessment or any reasonable adjustments which may be required at interview or assessment, or equal opportunities monitoring which will not form part of any decision making process.

Physical Features

VolkerWessels UK will make reasonable adjustments to the physical features or any of its buildings which are necessary to accommodate the requirements of disabled employees or other visitors.

A physical feature will include anything arising from the design or construction of a building or from an approach to, exit from or access to a building. Physical features of premises will also include any fixtures, fittings, furnishings, furniture, equipment or materials in or on the premises. All these features are covered whether temporary or permanent.

Training

VolkerWessels UK will ensure that all managers and supervisors with the responsibility for any of the areas of particular concern, are provided with the appropriate equal opportunities training where necessary. The provision of training to ensure that all members of staff are trained and graded on the basis of their abilities and the requirements of the job and are employed and retained in a nondiscriminatory manner.

Example: to offer IT training to staff returning to work after a break to enable them to become familiar with the current technology. To offer language skills support training modules, to staff for whom English is not their first language.

VolkerWessels UK is committed to providing high quality training and development to all staff to meet operational and career development needs. Furthermore, the provision of additional training to individuals whom require specific and unique training, in order to equip them to fulfill all the obligations of their role or to give them fair, equal access to opportunities for promotion and personal advancement. All reasonable steps will be taken to ensure that training materials used by internal and external facilitators are consistent with this policy and relevant, positive action clauses legislation. External facilitators will be informed of these requirements and feedback on this aspect of training and development activity will be sought via the evaluation process.

Disabilities and Reasonable Adjustments Policy (Continued)

Training (Continued)

Details of training and development opportunities will be regularly and widely disseminated through company emails, notice boards, site offices, extranet, intranet and internet, to ensure that all individuals and groups are reached. The timing, frequency and arrangements for training and development activity, will take into account the needs of employees who are part-time or whose pattern of working is outside normal office hours. The training scheduled will include staff with caring responsibilities and staff with disabilities, who may require reasonable adjustments. Where VolkerWessels UK's arrangements in relation to promotion, transfer or training put disabled workers at a substantial disadvantage, for a reason connected with their disability, reasonable adjustments to the arrangements will be made to eliminate the disadvantage. If that is not reasonably practicable, reduce the disadvantage unless objectively justified.

Principles

The general equal opportunity principles set out earlier in this policy will, unless objectively justified, apply in relation to disabled people.

VolkerWessels UK will take all reasonably practicable steps to ensure that disabled people are able to participate in its business and activities on an equal basis with people who are not disabled.

VolkerWessels UK will not, for a reason relating to a person's disability, treat disabled people less favorably than it treats, or would treat, others to whom the same reason does not or would not apply, unless genuinely justified.

If any arrangements made by or on behalf of VolkerWessels UK, or any physical feature of premises occupied by VolkerWessels UK, put disabled people at a substantial disadvantage compared to people who are not disabled, VolkerWessels UK will take such reasonably practicable steps as it can to prevent this disadvantage.

The Company is particularly concerned that disabled workers are treated equally in the following areas:

- Recruitment and selection
- Promotion, transfer and training
- Terms of employment, benefits, facilities and services
- Dismissals and redundancies

Procedure

Due to the wide variety of potential disabilities and the likelihood of a disability affecting different people in different ways, it would be inappropriate to prescribe rigid rules on how issues concerning disabled people should be dealt with. What is essential however, is that all managers, supervisors and relevant personnel take all reasonably practical steps to ensure that disabled people are not less favorably treated or disadvantaged by comparison to people who are not disabled, in relation to their work, working environment or by arrangements made by VolkerWessels UK. The following general steps should always be considered where issues concerning disabilities arise or may arise.

Be flexible. There may be many different ways to avoid discrimination or to minimise the effects of discrimination.

Do not make assumptions. Whenever possible talk to the disabled person to find out how their disability affects them and what steps they think might help.

Disabilities and Reasonable Adjustments Policy (Continued)

Procedure (Continued)

Seek expert advice, including referring to the VolkerWessels UK Occupational Health Nurse. Disability issues can be complex, you may need expert medical advice about a person's disability, or expert technical advice about adjustments to technology or premises that might help the disabled person.

Think ahead. Try to anticipate the effects that certain arrangements may have on disabled people, even if there are no disabled employees at the time, to prevent problems occurring in the future.

Consider any performance or attendance problems in the context of the person's disability and its affect on his or her ability to meet performance and attendance targets.

Do not discipline or dismiss a disabled employee for performance or attendance based reasons without first establishing whether the performance or attendance is affected by the disability and appropriate adjustments to accommodate the disability have been made.

Monitoring and Review of Policies

Reporting and Reviews

All policies will be continually reviewed in response to changes in legislation, feedback and case law to ensure their effectiveness in achieving equality of opportunity, and in particular to assess their impact on the development of racial equality and in promotion of good race relations. Policies will be reviewed annually or sooner should legislation changes require.

The Board of Directors of VolkerWessels UK will keep under review this Equal Opportunities and all associated Policies, and all procedures and practices on equal opportunities. Such a review will be carried out whenever it is considered appropriate to do so, but at least once a year and in line with any statutory changes.

Monitoring

VolkerWessels UK will maintain statistical records for personnel in terms of gender, disability, age and ethnic origin from application stage. The data will remain following recruitment and through career progression of staff. Information collected will form a confidential record which will be stored in compliance with the Data Protection Act and used only for purposes of statistical analysis in connection with the Equality and Diversity Policy and statutory reporting responsibilities.

VolkerWessels UK will maintain statistical records for subcontractors and suppliers in terms of the ethnic origin of the majority ownership of the company and the SME classification. The data will be stored on VolkerWessels UK's supplier and subcontractor database.

Procedures for monitoring programmes will include:

- Monthly, quarterly and annual reviews of baseline data
- Establish indicators that demonstrate commitment to Diversity, Equality and Inclusion
- Establish indicators that check opportunity is being offered to as wide a range as possible for the required service
- Establish indicators demonstrating that support and assistance with the procurement process is being offered

Standards and Legislation

VolkerWessels UK accept our responsibilities set out in the following legislation and strive towards achieving the following standards. The accepted standards are underpinned by the national and European legal framework.

Race: The Equality Act 2010 makes it unlawful to discriminate against anyone on the grounds of race, colour, nationality, or ethnic or national origin.

Disability: The Equality Act 2010 applies to discrimination in employment, education and the provision of goods, facilities and services. The DDA protects disabled persons against discrimination by employers in all aspects of employment. The Act imposes a duty on employers to make reasonable adjustments to accommodate the needs of a disabled person where the employer's working arrangements or premises place the disabled person at a substantial disadvantage.

Sex: The Equality Act 2010 aims to counteract sex discrimination in employment pay and benefits and makes it unlawful to discriminate against anyone on the grounds of sex or marital status.

Human Rights Act 1998: The Human Rights Act applies to public authorities and incorporates -Convention rights into UK law. These are rights proclaimed by the European Convention of Human Rights.

Sexual Orientation and Religion: The Equality Act 2010 makes it unlawful to discriminate against job applicants and employees on the grounds of their sexual orientation, religion or belief

Age: The Equality Act 2010 make it unlawful to discriminate against anyone, either directly or indirectly on the grounds of age unless it such treatment can be objectively justified.

Definitions

Access: The methods by which people with a range of needs find out about and apply for employment opportunities and find out about and use services and information.

Black and Minority Ethnic Groups: This is an inclusive term that refers to all ethnic groups who have a common experience of discrimination on the basis of their skin colour or ethnic origin.

Children and Young People: Can be further divided into: Young children – those that use the transport network escorted by parents or carers. School children – those, usually at secondary school, that use the transport network independently or with members of their peer group. Young adults – generally defined as ages 16-24, whether in education or employed.

Consultation: Any suitable means by which advice is given or views are exchanged. Consultation involves consulters in meaningful, genuine dialogue when proposals are still in the formative stage.

Direct Discrimination: This takes place when a person or group of people is treated less favourably than other people in the same or similar circumstances because of a protected characteristic. For example, choosing not to employ somebody who meets the requirements for the job, or continually allocating the worst jobs or hours to someone because they are black, or married with children, would constitute direct discrimination.

Discriminatory language: Language which is specific and less favourable because of a protected characteristic in its internal and external documents, official correspondence, publications and other communications.

Disability: The Equality Act 2010 defines disability as a 'physical or mental impairment, which has a substantial and long-term adverse effect on a person's ability to carry out normal day to day activities'.

Diversity: The differences in the values, attitudes, cultural perspective, beliefs, ethnic background, sexuality, skills, knowledge and life experiences of each individual in any group of people.

Equalities: A term used to refer to all work addressing issues of discrimination and disadvantage, particularly as it relates to age, disability, faith, gender, race or sexual orientation.

Equality: The vision or aim of creating a society (or aspects of society) where power and quality of life is shared equally and both individuals and groups are able to live their lives free from discrimination and oppression.

Ethnicity: An individual's identification with a group sharing any or all of the following: nationality, lifestyles, religion, customs and language.

Equal Opportunities: The development of practices that promote the possibility of fair and equal chances for all to develop their full potential in all aspects of life and the removal of barriers of discrimination and oppression experienced by certain groups.

Exemplary Employer: An employer that is at the leading edge of good practice, that people want to work for, and that offers favourable terms and conditions to its employees.

Gender: The social differences between women and men that have been learned are changeable over time and have wide variations both within and between cultures. The term is often used to differentiate from 'sex' a term referring to biological differences.

Definitions (Continued)

Gay: This term is preferable when referring to gay men or women. The word 'homosexual' (implying a condition or illness) is usually viewed as an offensive term by gay people. The word 'gay' is normally attributed to men. However at times it can be used as an all-encompassing term for gay men, lesbians and bisexual people.

Harassment: Occurs when a person receives unwanted conduct because of a protected characteristic which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for him/her.

Inclusion: A belief in every person's inherent right to participate fully in society. The goal of inclusion is for all people to lead productive lives as full, participating members of their communities.

Indirect Discrimination: Occurs where someone is disadvantaged by a provision, criterion or practice which also puts other people with the same protected characteristic at a particular disadvantage.

Institutional Discrimination: Takes place when established policies, practices and procedures within an organisation have discriminatory effects, whether intentional or not.

Medical Model of Disability: The medical model looks at disability as being caused by medical symptoms. It is the impairments that prevent the person from fully participating in society, and the disabled person should adapt to fit into a non-disabled world. If this is not possible, then the needs should be met outside of mainstream society. Its focus is on the disability rather than the needs of the person.

Sexual Orientation: A person's emotional, physical and/or sexual attraction, and the expression of that attraction. It is believed that (or) frequent studies have found sexual orientation is possibly something you are born with, and refers to both gay and heterosexual (or 'straight') people.

Social Model of Disability: Disability is a social phenomenon. While many individuals have physical or sensory impairments, learning difficulties or are living with mental health, it is the way that society responds to these which creates disability and the impairment. The social model believes the 'cure' to the problem of disability lies in the restructuring of society, an achievable goal that benefits everyone.

Transgendered: An acceptable term for referring to a person with a recognised medical condition known as gender dysphoria, where an individual has the desire to live and be accepted as a member of the opposite sex. Another commonly used term is 'transsexual'. The terms 'trans man' (female to male) and 'trans women' (male to female) are also acceptable.

Targets: These are legal and can be quantitative or qualitative goals or aims.

Victimisation: Discrimination by victimisation is unlawful. A person is victimised if he/she is afforded less favourable treatment because they have complained or giving information about discrimination or harassment, or supported someone else's complaint.