

## Alcohol and Drugs Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to providing a safe and secure environment for all persons affected by its work activities. We recognise the inherent risks associated with drug, alcohol and solvent abuse and we are intent on safeguarding our workplaces and work activities from these risks. The Alcohol and Drugs Policy is designed to prevent and deal with problems created in the workplace by alcohol consumption and drug usage by promoting and encouraging employees to achieve the highest standards of health and safety at work.

In respect of any person carrying out work at any location on behalf of BBRCE, we have adopted a policy of zero tolerance in that no one shall:

- be in possession of drugs or substances capable of abuse;
- consume or be under the influence of alcohol, drugs or substances capable of abuse;
- take prescribed drugs without informing their supervisor and having first confirmed with their doctor that the drugs would not affect their fitness for work; or
- trade in or supply alcohol, drugs and substances of abuse, or permit their presence or use by others.

We regard drunkenness or disorderly conduct (including being under the influence of alcohol, unauthorised substances or misusing substances) whilst at work, on our business (including when driving a car belonging to BBRCE or, with permission, the employee's own car) or otherwise on our premises, at work as gross misconduct for which an employee will be subject to disciplinary action and may be summarily dismissed.

We regard the use of, or possession, or dealing of unauthorised substances at work as gross misconduct for which an employee will be subject to disciplinary action and may be summarily dismissed. We reserve the right to inform the police of any such behaviour.

We conduct both random and with cause screening and testing for the presence of alcohol and drugs.

The Alcohol and Drugs Policy applies to all direct and subcontract employees of BBRCE and to any other person who carries out work on our behalf. In addition to our employees, the Alcohol and Drugs Policy must be observed by all agency staff, contractors, consultants and any other individual working for, at or on behalf of, BBRCE, at all levels including senior members of staff, managers and directors. It is designed to protect such persons, visitors and members of the public from the workplace hazards associated with alcohol consumption and drug or solvent abuse. It will be implemented at all UK and Ireland workplaces and on the instruction of either BBRCE or joint venture board as appropriate, on overseas operations.

The Alcohol and Drugs Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Alcohol and Drugs Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to providing a safe and secure environment for all persons affected by its work activities. We recognise the inherent risks associated with drug, alcohol and solvent abuse and we are intent on safeguarding our workplaces and work activities from these risks. The Alcohol and Drugs Policy is designed to prevent and deal with problems created in the workplace by alcohol consumption and drug usage by promoting and encouraging employees to achieve the highest standards of health and safety at work.

In respect of any person carrying out work at any location on behalf of BBRCE, we have adopted a policy of zero tolerance in that no one shall:

- be in possession of drugs or substances capable of abuse;
- consume or be under the influence of alcohol, drugs or substances capable of abuse;
- take prescribed drugs without informing their supervisor and having first confirmed with their doctor that the drugs would not affect their fitness for work; or
- trade in or supply alcohol, drugs and substances of abuse, or permit their presence or use by others.

We regard drunkenness or disorderly conduct (including being under the influence of alcohol, unauthorised substances or misusing substances) whilst at work, on our business (including when driving a car belonging to BBRCE or, with permission, the employee's own car) or otherwise on our premises, at work as gross misconduct for which an employee will be subject to disciplinary action and may be summarily dismissed.

We regard the use of, or possession, or dealing of unauthorised substances at work as gross misconduct for which an employee will be subject to disciplinary action and may be summarily dismissed. We reserve the right to inform the police of any such behaviour.

We conduct both random and with cause screening and testing for the presence of alcohol and drugs.

The Alcohol and Drugs Policy applies to all direct and subcontract employees of BBRCE and to any other person who carries out work on our behalf. In addition to our employees, the Alcohol and Drugs Policy must be observed by all agency staff, contractors, consultants and any other individual working for, at or on behalf of, BBRCE, at all levels including senior members of staff, managers and directors. It is designed to protect such persons, visitors and members of the public from the workplace hazards associated with alcohol consumption and drug or solvent abuse. It will be implemented at all UK and Ireland workplaces and on the instruction of either BBRCE or joint venture board as appropriate, on overseas operations.

The Alcohol and Drugs Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Anti-Harassment and Bullying Policy Statement

As part of its overall commitment to equality of opportunity, Balfour Beatty Regional Civil Engineering (BBRCE) is fully committed to promoting a harmonious working environment. All members of staff have the right to be treated with respect and dignity and are entitled to work in an environment free from harassment, victimisation and bullying.

Harassment and bullying at work in any form is unacceptable behaviour and will not be permitted or condoned. Everyone must comply with the Anti-Harassment and Bullying Policy and should ensure that their behaviour to colleagues and customers does not cause offence or constitute harassment or bullying.

The purpose of the Policy is to protect employees from bullying and harassment and to enable employees, if necessary, to make a complaint or assist in an investigation without fear of reprisal. All complaints will be dealt with seriously, promptly and with confidentiality.

Where allegations of harassment or bullying are substantiated, appropriate disciplinary action up to and including dismissal will be taken against the person(s) responsible.

The Anti-Harassment and Bullying Policy prohibits all forms of harassment and bullying whether amounting to unlawful conduct or not and includes harassment, bullying or discrimination on grounds of sex, sexual orientation, marital or civil status, pregnancy or maternity, gender reassignment, race, religion, belief, colour, nationality, ethnic or national origin, disability or age.

The Policy covers all individuals who work for BBRCE. It includes managers, officers, directors, employees, consultants, contractors, homeworkers, part-time and fixed-term employees.

It extends to the conduct of all employees towards any other employee. In addition, any employee who, while acting in his or her capacity as an employee, harasses a contractor, vendor, client, customer, visitor or other individual affiliated with BBRCE, will also be subject to disciplinary action.

Similarly, we will not tolerate harassment of its employees, applicants, or contractors, by non-employees, such as third party contractors, vendors, clients and/or customers. We should be immediately alerted to any such conduct so that we can take immediate and appropriate corrective action, and take measures to prevent further harassment.

If any employee believes they are being subjected to harassment or are being bullied they should follow the procedure set out in the BBRCE Grievance Procedure.

The Anti-Harassment and Bullying Policy will be brought to the attention of all BBRCE employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Capability Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) recognises the need to support employees to set and maintain high standards of performance in their roles in order to ensure the continued success of BBRCE.

We will at all times endeavour to ensure that employees achieve and maintain an acceptable standard of performance in their work. To this end, we will ensure standards are established, performance is monitored and employees are given appropriate training and support to meet these standards.

In cases where acceptable performance has not been achieved by an employee, formal action will normally not be taken until the circumstances have been fully reviewed and where an informal approach has not been successful. In all cases of under-performance, we will in the first instance seek to identify the reason that acceptable performance has not been achieved.

The Capability Policy and Procedure outlines the framework through which we aim to approach performance issues in the event that an employee fails to meet the standards required as a result of inadequate capability, skill, knowledge or aptitude. We will apply this Policy and Procedure in accordance with our obligations in terms of equality legislation.

Where it is believed that underperformance is a result of wilful or deliberate disregard or negligence, we may follow the Disciplinary Procedure rather than this policy.

### **Employee Obligations**

In carrying out their roles, employees must:

- operate to the best of their capabilities, skills and knowledge;
- undertake appropriate training or learning opportunities where necessary to the role or the reasonable development of the role; and
- raise any concerns in relation to their performance or seek help from their Line Manager or Human Resources at the earliest opportunity.

### **BBRCE Obligations**

In order to assist employees in attaining and maintaining acceptable levels of performance, we aim to provide the following for all employees:

- appropriate support opportunities eg mentoring and coaching;
- appropriate training and development opportunities; and
- formal mechanisms for review of performance.

The Capability Policy will be brought to the attention of all our employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Code of Conduct Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) may operate in many geographical areas where different cultures, traditions, customs and employment conditions and practices prevail. As an organisation, we are committed to undertaking our business activities in a manner that respects these local customs and practices and to observing the highest standards of ethical behaviour. We see honesty, integrity and fairness as the cornerstones of the way in which we conduct our business.

The Code of Conduct booklet provides employees with guidance on some common ethical and legal issues which may be encountered both at and away from the workplace. It has been structured to cover three broad areas.

- Employees' obligations when conducting BBRCE business with other people and organisations.
- Individuals' responsibilities as employees of BBRCE.
- Employees' responsibilities with respect to issues that may arise outside the workplace and which may lead to conflicts of interest, especially in an international context.

The guidelines contained in the Code of Conduct booklet cannot, of course, cover every conceivable circumstance and all employees are required to exercise common sense and good judgement when it comes to applying the principles in practice. Wherever possible, employees should seek further advice from their supervisors and managers rather than respond individually to circumstances with which they are unfamiliar or unprepared.

Guidance for reporting infringements of the Code of Conduct are provided within the booklet.

The Code of Conduct will be brought to the attention of all BBRCE employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

# Commitment to Customers and Stakeholders Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is part of the Balfour Beatty Group, whose global presence encompasses major market sectors, including rail, road, power systems, buildings and complex structures.

Wherever we operate, we will endeavour to work alongside local communities, respecting laws and customs and minimising adverse humanitarian and environmental impacts. Our blueprint for future success depends not simply on the professionalism of its people and the standards they set, but on our personal record as good neighbours and partners around the world.

We recognise the importance of meeting customer as well as statutory and regulatory requirements. These requirements will be delivered by setting exemplary standards for risk, production, safety, quality and environmental management. We are committed to protecting the health and safety of our employees and those affected by our operations, as well as to carrying out our works in a manner that demonstrates its sensitivity to local communities, their culture and way of life. We will maintain records and regularly communicate to our staff details of improvements for new customer, statutory and regulatory requirements.

As a business, we are committed to continual improvement in everything we do. Nowhere is this more important than in our health, safety, environmental and quality performance. We strive continually to enhance our management performance by systematically reviewing our arrangements through regular inspections, incident investigations and non-conformance reviews.

Our Directors will ensure that adequate arrangements are made to promote this improvement. Managers of BBRCE workplaces will discharge their responsibilities by:

- systematically identifying hazards through risk assessments undertaken during both the design and planning processes;
- adequately controlling risks and product quality in their supervision;
- communicating details of risks and preventative and protective measures to employees; and
- adequately training employees to ensure their competence in carrying out their duties and in dealing with risk scenarios.

We recognise that excellence in managing health, safety and environmental responsibilities is essential to long-term success and will not initiate any construction operation unless it is able to do so safely and in an environmentally responsible manner. We will also exercise care with customer property whilst it is under our control or being used by us. The arrangements described in the Business Management System (ProCEL) underpin this commitment.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Data Protection Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is fully committed to ensuring compliance with the requirements of the Data Protection Act 1998 ('the Act'), and we regard the lawful and correct treatment of personal data as important to our successful operations and maintaining confidence between BBRCE and those with whom we interact.

Procedures have been established to ensure that all employees who have access to any personal data held by, or on behalf of BBRCE are fully aware of, and abide by their duties under the Act.

The Data Protection Policy applies to all employees within BBRCE. Compliance with this Policy is mandatory and any breach will be taken seriously, and may result in disciplinary action being taken in accordance with BBRCE's Disciplinary Policy and Procedure.

Any employee who considers that the Data Protection Policy has not been followed should raise the matter directly with BBRCE's Data Protection Officer (details for whom are set out below).

We will ensure that appropriate security measures are implemented to prevent the unlawful or unauthorised processing, accidental loss, or damage to, personal data.

All employees are responsible for ensuring that:

- any personal data they hold, whether in electronic or paper format, is kept securely; and
- personal information is not disclosed deliberately or accidentally either orally or in writing to any unauthorised third party.

BBRCE has appointed a Data Protection Officer who is responsible for the monitoring and implementation of this policy. The Data Protection Officer will act as the first point of contact for any Data Protection queries or matter.

The BBRCE Data Protection Officer is Vikki Skene, HR Director, BBRCE. For more information, please contact [vikki.skene@bbcel.co.uk](mailto:vikki.skene@bbcel.co.uk)

The Data Protection Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Disciplinary Policy Statement

The purpose of the Disciplinary Policy and Procedure is to promote and encourage appropriate standards of discipline, conduct, timekeeping and attendance and to ensure the safety, health and wellbeing of all employees in a fair and consistent manner.

This procedure will normally be adopted where an employee's conduct is below the standard required by Balfour Beatty Regional Civil Engineering (BBRCE). Any disciplinary or dismissal action taken against an employee will usually only be taken after this procedure has been followed.

The Disciplinary Policy establishes our commitment to deal with disciplinary issues and explains the procedure which sets out the rights and obligations of managers, employees and their representatives, together with the actions that will be taken when our rules and standards are breached.

The Disciplinary Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Driving Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to managing the health and safety of employees who drive vehicles on the public highway on its behalf. We are also committed to managing the health and safety of all other people, whether passengers, pedestrians or other road users, who may be affected by the way in which our employees drive.

It is the policy of BBRCE to implement a risk management process which will create a culture of accident prevention whilst driving a vehicle on BBRCE business.

The key objectives are to ensure that:

- the risks associated with travelling are assessed and properly managed, including route planning and scheduling;
- all individuals who are required to drive on behalf of BBRCE are competent and authorised to carry out their duties; and
- all vehicles used by employees are properly maintained, in a roadworthy condition and are appropriate for the use to which they are being put.

The Managing Director has overall management responsibility for this policy including the provision of adequate resources for its implementation and regular assessment of its effectiveness in securing continuing improvement in our performance. In addition, every individual carrying out work which involves driving on the public highway has a responsibility to co-operate with line management and to drive in a safe manner at all times.

Processes will be implemented to ensure that all individuals driving on BBRCE business are competent. Authorisation shall be reviewed and re-issued (or revoked where necessary) on an annual basis. More frequent review may be required if the driver is involved in an accident or receives a licence endorsement.

Employees who drive a vehicle on behalf of BBRCE must:

- drive with due care and attention at all times;
- never smoke inside the vehicle;
- never drive the vehicle whilst under the influence of alcohol or any other substance; and
- never drive the vehicle whilst using a mobile telephone or other handheld device.

Any failure to observe these rules will be treated as gross misconduct and if proven could lead to the employee being dismissed.

The Driving Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Employee Wellbeing Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to protecting the health, safety and wellbeing of its employees. We wish to encourage and promote a supportive working environment and culture for all employees to help prevent undue workplace stress. In order to do so, we have implemented an Employee Wellbeing Policy.

The Employee Wellbeing Policy applies to all of our employees.

BBRCE aims to help understand the causes of work-related stress and has put in place a number of initiatives to help identify, avoid and alleviate any unacceptable levels of stress including:

- promoting a culture of encouragement, participation and open communication;
- increasing awareness and understanding of the causes of workplace stress and ways of combating it;
- assisting staff in managing stress in themselves and others;
- promoting a workplace where harassment, bullying and victimisation is not acceptable; and
- providing appropriate confidential support for those suffering from stress, in the form of support from HR and line management, referral to occupational health and the Employee Assistance Programme helpline.

The Employee Wellbeing Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

***Balfour Beatty Regional Civil Engineering***

# Environment Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) respects the natural, built, social and economic environments on all projects in which it operates. When designing, planning, constructing or maintaining built infrastructure, we are committed to conducting our operations in an environmentally and socially responsible manner to achieve environmental sustainable solutions.

We will seek to maximise the benefits that the built infrastructure brings to society. Insofar as our involvement allows, we will work closely with its customers, partners, designers and subcontractors to:

- respect and contribute positively to local communities;
- offer opportunities to improve energy efficiency or carbon emissions;
- use renewable resources in preference to non-renewable and use local and recycled materials where appropriate;
- source products that are manufactured with due regard to human rights;
- address life cycle impacts and low carbon technologies; and
- protect and enhance ecologies.

As a steward for the industry we are committed to engaging with professional, regulatory and institutional organisations to help raise environmental standards. We are committed to continual improvement through the adoption of innovative techniques and best practices that exceed customer expectations, meet societal needs and achieve better environmental outcomes. We will set realistic environmental objectives and targets and monitor compliance so that we:

- comply with all legal and Balfour Beatty requirements, which are regarded as a minimum standard in any operational location;
- prevent pollution and protects both the natural and the built environment;
- reduce the effects of noise, dust, disturbance and inconvenience arising from our activities;
- use resources such as energy, water and raw materials efficiently;
- purchase goods and materials that are not scarce or known to cause significant environmental harm;
- minimise waste through reuse and recycling and safely disposes of any waste;
- consult those affected by our work and respond promptly to any complaints or incidents and report these in accordance with Balfour Beatty requirements; and
- minimise the environmental impact of our work throughout its life cycle, including disposal of plant equipment and other physical assets.

In our premises, offices and transport arrangements we seek to progressively:

- reduce fuel consumption in our vehicle fleet;
- improve energy efficiency in the premises it occupies by adopting low carbon solutions; and
- reduce and reuse waste and improve recycling.

To implement this policy we operate an Environmental Management System that fully satisfies the requirements of ISO 14001:2004 and ensures that throughout the business lifecycle environmental risks are identified, sound systems of work are adopted and best practice is shared. We will actively involve our employees and ensure through training that they are aware of the environmental impacts of their activities and know how to operate responsibly. It is the responsibility of every manager and employee in the business to:

- perform his or her job so as to comply with all environmental requirements;
- stop if he or she believes what they are doing will cause pollution or an environmental incident; and
- look out for environmental improvement opportunities.

The effectiveness of our management arrangements in delivering this policy together with its environmental performance and compliance with legislation is routinely monitored and reported to the Board on a regular basis. The Environment Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually and it will also be freely available to the public via the BBRCE website.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Equality and Dignity at Work Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is an equal opportunities employer and we are committed to providing a working environment in which employees are encouraged to realise their full potential. It is our policy to ensure that we attract and retain the best qualified people and treat all job applicants and employees fairly and on merit. As such, no employee or potential employee shall receive more or less favourable treatment or consideration on the ground of race, colour, ethnic origin, nationality, national origin, religion or belief, sex, gender re-assignment, sexual orientation, marital status, age or disability. The effectiveness of BBRCE will only be improved by developing the skills and abilities of all employees, and this policy aims to achieve that objective and to ensure that all employees are treated with respect and dignity in the workplace.

Entry into BBRCE and progression will be determined solely by the application of an objective criteria, personal performance and merit. No applicant will be placed at a disadvantage by requirements or conditions which are not necessary to the performance of the job or which constitute indirect unfair discrimination. As a result, recruitment and other employment decisions and procedures will be monitored, reviewed and where necessary, they will be changed to ensure that everybody is treated fairly. Where there is under-representation of particular groups, the circumstances will be investigated and, where appropriate, practical measures may be taken to remedy the situation.

Eliminating discrimination and providing equality of opportunity depends on the personal commitment of all employees who have a responsibility to assist us in providing equal opportunities in employment and avoiding unlawful discrimination. All employees should be aware of the importance we attach to the Equality and Dignity at Work Policy and must ensure they do not, by their own actions, behaviour or attitudes, directly or indirectly discriminate, victimise or harass any job applicants, employees or workers, including agency staff, consultants and contractors.

Managers and supervisors have particular responsibility for the practical application of this policy and for ensuring a harmonious working environment. They will be responsible for addressing and eliminating any situation involving bullying, harassment or any other forms of discrimination.

Direct or indirect discrimination, including bullying, harassment or victimisation will not be tolerated. Deliberate failure to observe the requirements of the Equality and Dignity of Work Policy will lead to disciplinary action under our Disciplinary Procedures. Serious breaches, of the Policy, if proven will be treated as gross misconduct and will ordinarily result in summary dismissal.

The Equality and Dignity at Work Policy applies to all our employees. In addition to BBRCE employees, the Policy must be observed by all agency staff, contractors, consultants and any other individual working for, at, or on behalf of, BBRCE or any other Balfour Beatty Group company, at all levels including senior members of staff, managers and directors.

The Managing Directors and the Human Resources Management Team have the specific responsibility for applying the Policy within their Business Regions and they are accountable to the BBRCE Board for its implementation. Any employee who believes that they are being unfairly treated in any way associated with the Policy is entitled to and should raise the matter through the grievance procedure.

The Equality and Dignity at Work Policy will be brought to the attention of all BBRCE employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Family Friendly Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to providing equality of opportunity in employment and to developing work practices and policies that support work-life balance. We recognise that, in addition to helping balance work and personal lives, family friendly policies can raise staff morale, reduce absenteeism and improve our use and retention of staff. We also recognise the need to retain the skills and services of our employees and wish to encourage them to return to work following time spent caring for their children or other dependants. We have implemented a range of family friendly policies which are available on the BBRCE internet and from the HR department.

Our family friendly policies are:

- Additional Paternity Leave Policy
- Adoption Policy
- Flexible Working Policy
- Maternity Policy
- Parental Leave Policy
- Paternity Leave Policy
- Special Leave Policy

The Family Friendly Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Grievance Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) recognises that there may be occasions where employees may wish to raise a problem or grievance relating to their employment. The Grievance Policy is designed to encourage open and constructive communication between employees and their manager, enabling employees to raise problems or grievances so they can be resolved quickly, effectively and fairly.

The Grievance Policy and Procedure sets out the framework for dealing with grievances and disputes that occur in the workplace, both from individuals or groups of employees. It is designed to enable grievances to be addressed and resolved in a timely and effective manner.

The Grievance policy applies to all employees of BBRCE.

The Grievance Policy will be brought to the attention of all employees. Any employee wishing to use the grievance procedure may do so freely and without prejudice to his/her position within BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Health and Safety Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) considers that nothing is so important that it cannot be done safely. The health and safety of our employees and everyone else affected by our activities is fundamental to the success of our business and we believe there is no conflict between our long-term financial success and our obligation to keep employees and members of the public safe.

Our policy is to create an environment in which no one is harmed. We will achieve this by identifying the hazards and risks involved in its activities, by eliminating these risks wherever possible, and by establishing robust arrangements for the management of any remaining risks.

We are committed to continually improving our health and safety performance and it will strive to eliminate the realistic likelihood of serious accidents from our business. We believe that all injuries can be prevented. We will establish and implement, across all of our operations, an effective health and safety management system which defines its organisational arrangements, specifies its controls and provides an effective process of assurance. We will set realistic health and safety objectives and we will comply with Balfour Beatty Group publications and health and safety legislation as a minimum standard.

The implementation of our health and safety management system is a line management responsibility, supported by functional specialists and relies upon the competence, cooperation and commitment of all employees. We will therefore:

- actively involve our employees, partners and supply chain in developing and sustaining a positive health and safety culture which demonstrates exemplary and inspirational leadership and commitment;
- develop the necessary competencies, through the provision of information, training, instruction and supervision, to enable our workforce to comply with all health and safety requirements and to perform their duties safely;
- promote a working environment where everyone makes safety personal and helps to create a Zero Harm culture through understanding their impact on health and safety, by looking out for their own and their colleague's safety and by stopping work and seeking guidance if they are involved in an activity which they believe to be unsafe;
- establish effective organisational communication, cooperation and control arrangements with documented procedures and guidance where appropriate; and
- seek employee participation and views on health and safety matters through the use of appropriate consultative mechanisms.

The Managing Director has overall responsibility for the Health and Safety Policy, including the provision of adequate resources for its implementation and regular assessment of its effectiveness in securing continual improvement in the Company's health and safety performance.

The Health and Safety Policy will be brought to the attention of all employees, supply chain partners and persons working on behalf of BBRCE. It will also be freely available to the public via the BBRCE website.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Industrial Relations Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) aims to promote industrial harmony and operational efficiency by following the relevant ACAS Codes of Practice, by complying with current legislation and implementing such procedures as are laid down in the appropriate National Agreements and any relevant site agreement.

The Construction Industry Joint Council Working Rule Agreement will be followed. Local site agreements will be adhered to when in force at the request of the client.

We recognise the signatory unions to the Working Rule Agreement. Regular meetings of employee representatives with site management enable problems and grievances to be dealt with as they arise to avoid them escalating into major disputes.

Sound recruitment is of fundamental importance to the effective performance of labour on a contract in terms of optimising productivity and maintaining good relations between employer and employee. To this end the engagement of properly qualified operatives is paramount.

The maintenance of a disciplined labour force should be considered a priority objective of site management. To achieve operational efficiency, safe working and good morale, disciplinary action must be taken in a fair and consistent manner in accordance with the approved disciplinary procedure.

An effective procedure for dealing with disputes and grievances is perhaps one of the most potent mechanisms in ensuring harmonious employer/employee relationships. The objective is that employees are able to resolve any issue within a climate of normal working conditions.

Site Management with advice and support as appropriate from HR specialists will be responsible for establishing and maintaining good standards of industrial relations on each project.

We will also confirm the presence of these arrangements to partners and subcontractors, and will ensure the provision of adequate resources for the policy's implementation and review, which shall occur at least annually to assess its effectiveness in securing continuing improvement in BBRCE's industrial relations performance.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Information Security Policy Statement

Balfour Beatty regards its information as a highly valuable asset. The loss, corruption or theft of information and supporting systems could have a serious impact on the Group's business activities and reputation. Therefore, our information and information processing systems are critical to our business and need to be protected appropriately.

This policy applies to all Balfour Beatty employees, temporary staff and contractors in all Operating Companies, functions and geographic locations, as well as third parties creating and handling or managing Balfour Beatty owned or licensed information assets and/or IT infrastructure.

Our policy is to create an environment where we protect our information, assure business continuity and minimise damage by proactively managing the impact of security incidents. We will achieve this by:

- Ensuring that the availability, confidentiality and integrity of our information, data and business systems are maintained and controlled. This means that information is:
  - available when required;
  - only available to authorised individuals and is managed in accordance with this information security policy and any other relevant policies or standards; and
  - accurate, complete and up to date.
- Ensuring that information security training is available to all who have access to our systems or sensitive information.
- Limiting exposure to the risks arising due to loss, corruption, misuse or theft of our information assets.
- Ensuring that the coverage, content and application of information security standards that support this policy are adequate to address the level of risk Balfour Beatty faces, and that compliance is attained against legal, regulatory, policy and industry requirements.

Our approach to managing information security is set out in a series of policy documents: Balfour Beatty's Information Security Policies, which have been written in line with internationally recognised standards for information security. These provide the mandatory baseline controls for the governance and protection of Balfour Beatty. These policies are available on ORBit.

We are committed to implementing an information security aware culture within Balfour Beatty. It is imperative that all those with access to our data understand their information security obligations.

All staff (employees, temporary staff and contractors) are responsible for:

- Protecting information, data and systems in accordance with their sensitivity and importance;
- Reporting any suspected or actual security breach to line management;
- Exercising due care when using personal computers, removable PC storage devices and phones, or when using email and internet access services;
- Using Balfour Beatty's information and supporting business systems only for approved business purposes and in a manner that does not compromise their confidentiality, integrity or availability; and

We will review all information security policies on a regular basis.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Mobile Phone Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to managing the safe use of mobile phones by its employees. We seek to ensure that mobile phone use places neither the user, nor any other person, at risk.

Anyone within a site boundary who is driving or operating any vehicle, mobile plant, or machinery or controlling vehicle movements is strictly prohibited from making or receiving a telephone call from either a hand-held or hands-free mobile phone. Drivers must park their vehicle in a safe location and switch off the ignition before making or receiving a telephone call.

The use of mobile phones (and other personal hand-held electronic devices) is prohibited whilst walking or carrying out any work duties within site boundaries. The exception to this would be where a mobile phone is required as a means of emergency communication or where an individual has been authorised by Balfour Beatty site management to use a mobile phone whilst in a safe location.

Drivers on BBRCE business are prohibited from using a hand-held mobile phone whilst driving. By providing a hand-held mobile telephone, we do not in any way require or encourage an employee to make or answer a call whilst driving a vehicle.

Using a hand-held mobile phone whilst driving is a criminal offence, which carries a fixed penalty, plus up to six penalty points on the driver's licence. The law only permits the use of a hand-held mobile phone whilst driving to make a genuine emergency call to 999, and only in circumstances where it would be unsafe for the driver to stop. It should also be noted that driving carelessly or dangerously when using a hand-held phone can lead to a disqualification, a large fine and up to two years imprisonment. We will not be held responsible for any employee who is prosecuted for using a hand-held mobile phone whilst driving, nor to or for any fine or penalty that may result.

It is not illegal to use a hands-free mobile phone whilst driving. However, depending on particular driving circumstances, its use could lead to careless or dangerous driving, which have the above stated penalties.

We will provide selected users, who have a justifiable business case, with a vehicle fitted (cradle mounted) hands-free phone kit. However, by doing this we do not require or expect the employee to make or receive any phone calls whilst driving. If an outgoing call is essential, it should only be made in cases where the driver considers it safe to do so. Similarly, drivers should only answer an incoming call when they feel it is safe to do so and they should tell the caller that they are driving. All call durations should be kept to a minimum. If the driver considers it unsafe to answer the phone, it should be left to ring and the call returned when the vehicle is parked in a safe location.

The Mobile Phone Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

***Balfour Beatty Regional Civil Engineering***

## No Smoking Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is responsible for ensuring, so far as is reasonably practicable, the health, safety and welfare of its employees whilst at work and supports the view that its employees are entitled to breathe air free from tobacco smoke whilst in enclosed workplaces and vehicles.

In order to promote the health and safety of employees and in compliance with the Smoking, Health and Social Care (Scotland) Act 2005 and The Health Act 2006, we operate a No Smoking Policy.

It is our policy that all of our workplaces are smoke-free. This policy applies to all partners, employees, workers, consultants, contractors and any other individual working on behalf of us on BBRCE/client premises or in BBRCE vehicles. Clients and visitors to our premises are also required to comply with this policy.

Breaches of the No Smoking Policy will be subject to the normal disciplinary procedures up to and including dismissal. In addition, failure to comply with the legislation may result in a criminal conviction. Individuals may be fined for smoking in no-smoking premises. The manager or person in control may be fined for either:

- allowing others to smoke in no-smoking premises; or
- failing to display warning notices in no-smoking premises.

Line Managers and Functional Heads are responsible for implementing the No Smoking Policy through rules, which are appropriate to the particular circumstances of their operation in consultation with employees and/or their representatives.

The HR function is responsible for informing all job applicants of this policy in all offers of appointment. Employees who meet visitors on our premises must explain the No Smoking Policy and ensure that their visitors comply.

The No Smoking Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## *Balfour Beatty Regional Civil Engineering*

# Quality Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to delivering consistently high standards of service to its customers, to agreed requirements and timescales. When designing, planning, constructing or maintaining built infrastructure, the standards of service for managing quality will be integrated with those for managing health, safety and the environment in a manner aimed at ensuring that:

- designs fully consider construction and maintenance aspects;
- work is planned in a systematic, safe and coordinated manner;
- processes, materials and workmanship deliver a quality finished product; and
- testing, inspections and examinations support a right first time culture, reducing defects and re-work.

To implement the Quality Policy we operate a Quality Management System that fully satisfies the requirements of ISO 9001:2008 and ensures that throughout the business customer lifecycle requirements are identified, sound systems of work are adopted and best practice is shared.

We are committed to continual improvement through the adoption of innovative techniques and best practices that exceed customer expectations and achieve better performance outcomes. We will actively involve our employees and ensure through training that they are aware of the quality critical aspects of their activities and accept clearly defined responsibilities for the quality of their work.

We will work closely with our customers, partners, designers and subcontractors to:

- listen and talk to better understand and hence meet their needs;
- communicate clearly the expected standards of service and specification requirements;
- promote opportunities that improve performance; and
- establish clear performance objectives and measure outcomes.

Whether operating in the UK or overseas, we are committed to ensuring that the delivery of these services is not an option, but a business necessity which will be achieved by:

- getting our work "right first time" by operating an integrated management system with trained, competent and motivated teams;
- creating a work environment in which all our people have the opportunity to fulfil their potential;
- ensuring that the established culture of continual improvement at every level of the organisation is effective;
- setting clear performance objectives and actively involving all our people in their attainment;
- ensuring that decisions are based upon analysis of data and information;
- working as teams both within our business and with its customers, designers, subcontractors and suppliers;
- responding promptly to any complaints or incidents and sharing any lessons learned; and
- subjecting our systems and processes to rigorous internal and external assessments.

It is the responsibility of every manager and employee in our business to:

- perform his or her job so as to comply with all business requirements;
- stop if he or she believes what they are doing is not in accordance with requirements; and
- look out for improvement opportunities.

The effectiveness of our management arrangements in delivering this policy together with its performance against BBRCE stated quality objectives is routinely monitored and reported to the Board on a regular basis.

The Quality Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Risk Management Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to the policy of sound risk management across its business to enable the delivery of the required high standards of service. This commitment is assessed on an ongoing basis for its effectiveness and is integral to delivering services safely, profitably, on time, within budget and to the satisfaction of all stakeholders.

Risks will be managed by the use of a generic framework across all parts of BBRCE with the key objectives of ensuring that we:

- maintain the health and safety of the public and those employed by us;
- eliminate or mitigate the environmental impact of our services;
- enhance our reputation; and
- are successful, enabling us to further develop our business.

To achieve our objectives we will:

- identify and assess the risks to the objectives;
- establish and implement action plans to eliminate risks wherever possible and to mitigate the remaining risks to the maximum extent practicable; and
- continuously monitor our performance to enable improvement.

The effectiveness of our management process to deliver the Risk Management Policy is routinely monitored and reported to the Board on a regular basis.

The Risk Management Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Sustainability Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) recognises sustainability as much more than just a corporate value and that the responsibility for it lies with all of us. Sustainability is extremely important to us as a business and the delivery of it lies with us and all our employees. When designing, planning, constructing or maintaining built infrastructure we are committed to the prudent use of all resources to ensure economic, environmental and social issues are balanced and integrated. This will allow us to meet our existing needs without compromising those of future generations.

Our commitment to sustainability will be met by engaging with local communities, customers, partners, designers, subcontractors and stakeholders and through the implementation of its business processes.

The aims of this policy are as follows:

- setting best practice standards and implementing;
- working with, respecting and contributing positively to local communities and those affected by our activities;
- minimising waste by reusing and recycling materials;
- improving energy efficiency and reducing carbon emissions;
- sourcing products that are manufactured with due regard to human rights;
- developing sustainable procurement procedures;
- creating Shareholder value by meeting customer expectations;
- improving health and well being of all our people;
- protecting the environment and enhancing it wherever possible for the benefit of future generations;
- increasing employee satisfaction;
- reducing water usage;
- promoting innovation and sustainable construction; and
- sourcing timber from sustainable sources.

We have developed a five level approach to achieve these aims:

- Through partnerships with those we work with.
- By planning how we carry out design and the materials we use.
- By saving resources through minimising waste.
- Operating processes that promote sustainable development and efficiency.
- Reporting and communicating results to improve our performance.

Building sustainability into our activities is critical in order to maintain the confidence and support of our customers, neighbours and shareholders and allow us to thrive without compromising the needs of the future. Sustainability is an extremely large undertaking but one that makes good business sense and achieves responsible growth allowing a proper balance of people, planet and profit.

The Sustainability Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Timber Procurement Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to continuous improvement in environmental and sustainability performance.

We will therefore seek to procure timber only from independently certified, legal and sustainable sources, such as those certified under the Forest Stewardship Council ("FSC") or Programme for the Endorsement of Forest Certification ("PEFC") schemes. Where required we will source timber with full Chain of Custody (CoC) certification.

If we cannot secure timber from an FSC or PEFC certified source, we will obtain it from other independent certification schemes or independently audited sources that can demonstrate legal supply from responsibly managed forests.

To ensure this policy is implemented effectively, we will:

- incorporate its requirements in our company management systems;
- embed it in our supply chain;
- communicate the policy to all our employees; and
- engage our customers in our implementation.

Divisional management is responsible for the implementation of this policy.

The policy is available to the public and interested third parties through the BBRCE website. It will be reviewed annually and updated as necessary, to ensure it is consistent with developments in the sustainable sourcing and use of timber and wood-based products.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Training and Development Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) aims to utilise, through selection, training and development, the full talents, skills and abilities of all employees. The investment made in training and providing opportunities for development at every level to improve the effectiveness of its employees is vital if we are to maintain competitive advantage and sustain continuous growth of our business.

The primary responsibility for the training and development of an employee rests with the management of the unit or group in which the employee works. Every manager must ensure that the employees in his/her unit or group are properly trained to carry out their duties effectively and that opportunities for development are available.

The HR function provide a professional support service to assist and advise managers in discharging this responsibility.

Each member of staff is expected to take responsibility for his/her own self-development and to take advantage of the training and development opportunities available.

All staff should be given the opportunity to participate in regular performance and career development reviews, at which training and development needs should be identified.

Employees are encouraged to pursue, on their own initiative, continuing education and training. In particular, employees are encouraged to obtain professional or vocational qualifications relevant to their role with our business. Employees may apply for assistance with fees and study time associated with learning programmes. The relevance of the course and the suitability of the employee for that course will be taken into account in determining the level of support offered by us.

Training and development needs will be assessed and access to training given without discrimination in line with the Equality and Dignity at Work Policy.

All employees will receive appropriate training in health and safety in order to meet our health and safety obligations.

We have a commitment to the training of people and to supporting schemes intended to promote it.

The Training and Development Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

# Whistle Blowing Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) wants to fulfil its responsibilities to shareholders, customers, employees, business partners and the wider community by seeking to conduct all aspects of business at the highest level of excellence and professionalism and by operating in an ethical manner. We are committed to customer satisfaction, first-class service, safety and a responsible approach to the environment.

In order to meet these standards, we rely on the honesty and integrity of all our staff, irrespective of level or status within the organisation, to point out ways in which we can improve conduct within our business and make our decisions within a clear ethical framework. We wish to encourage a culture of openness, allowing all staff and other individuals working with our business (including agency staff and subcontractors) to raise and resolve any problems as quickly as possible. We recognise that subcontractors may have their own procedures and would like to encourage them to add to these procedures so as to enable their employees to report directly to us on our operations.

We will take prompt steps to investigate thoroughly and to remedy any deficiencies brought to our attention in accordance with the Whistle Blowing Policy. Just as it is our duty to maintain standards, it is the obligation of all of us to bring malpractice or problems promptly to our attention.

To help achieve the above aims, the Whistle Blowing Policy has been introduced to encourage employees, temporary staff and subcontractors to raise any concerns they may have about possible wrongdoing or malpractice at an early stage and in the correct way.

## **When should you use the Whistle Blowing Policy?**

You are responsible for taking appropriate, reasonable and timely action whenever you become aware of any situation or matter that could expose us to loss, liability or embarrassment.

It is your duty to report any situation or matter which you reasonably believe might show that one or more of the following matters has occurred, is occurring or is likely to occur in the future:

- a criminal offence;
- a failure to comply with a legal obligation;
- a miscarriage of justice;
- a health and safety danger;
- an environmental risk;
- an act of misconduct;
- dishonesty or fraud;
- a breach of BBRCE's rules or procedures of any regulatory body; or
- a concealment of any of the above.

As soon as you are aware of any situation of matter referred to above, you should report your concern to Emma Campbell, Legal Director who has been appointed as BBRCE's Disclosure Officer. If your concern is about the Disclosure Officer herself then you should promptly report your concern to the HR Director, Vikki Skene.

If, in your opinion, your concern is of an extremely serious nature and it involves or relates to a BBRCE Director or any senior manager and you are reluctant to raise the matter with the nominated Disclosure Officer or HR Director, you should, as an alternative, report your concern to the Balfour Beatty Ethics Helpline on 0800 028 0822.

It is very important for you to report any of the matters referred to above promptly in order to assist us to uphold our high standards and to help prevent the concealment or destruction of evidence which we or other regulatory authorities might need to review.

If you have any grievance relating to your employment, then you should follow BBRCE's Grievance Procedure.

The Whistle Blowing Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
Managing Director  
Balfour Beatty Regional Civil Engineering

## Anti-Harassment and Bullying Policy Statement

As part of its overall commitment to equality of opportunity, Balfour Beatty Regional Civil Engineering (BBRCE) is fully committed to promoting a harmonious working environment. All members of staff have the right to be treated with respect and dignity and are entitled to work in an environment free from harassment, victimisation and bullying.

Harassment and bullying at work in any form is unacceptable behaviour and will not be permitted or condoned. Everyone must comply with the Anti-Harassment and Bullying Policy and should ensure that their behaviour to colleagues and customers does not cause offence or constitute harassment or bullying.

The purpose of the Policy is to protect employees from bullying and harassment and to enable employees, if necessary, to make a complaint or assist in an investigation without fear of reprisal. All complaints will be dealt with seriously, promptly and with confidentiality.

Where allegations of harassment or bullying are substantiated, appropriate disciplinary action up to and including dismissal will be taken against the person(s) responsible.

The Anti-Harassment and Bullying Policy prohibits all forms of harassment and bullying whether amounting to unlawful conduct or not and includes harassment, bullying or discrimination on grounds of sex, sexual orientation, marital or civil status, pregnancy or maternity, gender reassignment, race, religion, belief, colour, nationality, ethnic or national origin, disability or age.

The Policy covers all individuals who work for BBRCE. It includes managers, officers, directors, employees, consultants, contractors, homeworkers, part-time and fixed-term employees.

It extends to the conduct of all employees towards any other employee. In addition, any employee who, while acting in his or her capacity as an employee, harasses a contractor, vendor, client, customer, visitor or other individual affiliated with BBRCE, will also be subject to disciplinary action.

Similarly, we will not tolerate harassment of its employees, applicants, or contractors, by non-employees, such as third party contractors, vendors, clients and/or customers. We should be immediately alerted to any such conduct so that we can take immediate and appropriate corrective action, and take measures to prevent further harassment.

If any employee believes they are being subjected to harassment or are being bullied they should follow the procedure set out in the BBRCE Grievance Procedure.

The Anti-Harassment and Bullying Policy will be brought to the attention of all BBRCE employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

***Balfour Beatty Regional Civil Engineering***

## Capability Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) recognises the need to support employees to set and maintain high standards of performance in their roles in order to ensure the continued success of BBRCE.

We will at all times endeavour to ensure that employees achieve and maintain an acceptable standard of performance in their work. To this end, we will ensure standards are established, performance is monitored and employees are given appropriate training and support to meet these standards.

In cases where acceptable performance has not been achieved by an employee, formal action will normally not be taken until the circumstances have been fully reviewed and where an informal approach has not been successful. In all cases of under-performance, we will in the first instance seek to identify the reason that acceptable performance has not been achieved.

The Capability Policy and Procedure outlines the framework through which we aim to approach performance issues in the event that an employee fails to meet the standards required as a result of inadequate capability, skill, knowledge or aptitude. We will apply this Policy and Procedure in accordance with our obligations in terms of equality legislation.

Where it is believed that underperformance is a result of wilful or deliberate disregard or negligence, we may follow the Disciplinary Procedure rather than this policy.

### **Employee Obligations**

In carrying out their roles, employees must:

- operate to the best of their capabilities, skills and knowledge;
- undertake appropriate training or learning opportunities where necessary to the role or the reasonable development of the role; and
- raise any concerns in relation to their performance or seek help from their Line Manager or Human Resources at the earliest opportunity.

### **BBRCE Obligations**

In order to assist employees in attaining and maintaining acceptable levels of performance, we aim to provide the following for all employees:

- appropriate support opportunities eg mentoring and coaching;
- appropriate training and development opportunities; and
- formal mechanisms for review of performance.

The Capability Policy will be brought to the attention of all our employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Code of Conduct Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) may operate in many geographical areas where different cultures, traditions, customs and employment conditions and practices prevail. As an organisation, we are committed to undertaking our business activities in a manner that respects these local customs and practices and to observing the highest standards of ethical behaviour. We see honesty, integrity and fairness as the cornerstones of the way in which we conduct our business.

The Code of Conduct booklet provides employees with guidance on some common ethical and legal issues which may be encountered both at and away from the workplace. It has been structured to cover three broad areas.

- Employees' obligations when conducting BBRCE business with other people and organisations.
- Individuals' responsibilities as employees of BBRCE.
- Employees' responsibilities with respect to issues that may arise outside the workplace and which may lead to conflicts of interest, especially in an international context.

The guidelines contained in the Code of Conduct booklet cannot, of course, cover every conceivable circumstance and all employees are required to exercise common sense and good judgement when it comes to applying the principles in practice. Wherever possible, employees should seek further advice from their supervisors and managers rather than respond individually to circumstances with which they are unfamiliar or unprepared.

Guidance for reporting infringements of the Code of Conduct are provided within the booklet.

The Code of Conduct will be brought to the attention of all BBRCE employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

***Balfour Beatty Regional Civil Engineering***

# Commitment to Customers and Stakeholders Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is part of the Balfour Beatty Group, whose global presence encompasses major market sectors, including rail, road, power systems, buildings and complex structures.

Wherever we operate, we will endeavour to work alongside local communities, respecting laws and customs and minimising adverse humanitarian and environmental impacts. Our blueprint for future success depends not simply on the professionalism of its people and the standards they set, but on our personal record as good neighbours and partners around the world.

We recognise the importance of meeting customer as well as statutory and regulatory requirements. These requirements will be delivered by setting exemplary standards for risk, production, safety, quality and environmental management. We are committed to protecting the health and safety of our employees and those affected by our operations, as well as to carrying out our works in a manner that demonstrates its sensitivity to local communities, their culture and way of life. We will maintain records and regularly communicate to our staff details of improvements for new customer, statutory and regulatory requirements.

As a business, we are committed to continual improvement in everything we do. Nowhere is this more important than in our health, safety, environmental and quality performance. We strive continually to enhance our management performance by systematically reviewing our arrangements through regular inspections, incident investigations and non-conformance reviews.

Our Directors will ensure that adequate arrangements are made to promote this improvement. Managers of BBRCE workplaces will discharge their responsibilities by:

- systematically identifying hazards through risk assessments undertaken during both the design and planning processes;
- adequately controlling risks and product quality in their supervision;
- communicating details of risks and preventative and protective measures to employees; and
- adequately training employees to ensure their competence in carrying out their duties and in dealing with risk scenarios.

We recognise that excellence in managing health, safety and environmental responsibilities is essential to long-term success and will not initiate any construction operation unless it is able to do so safely and in an environmentally responsible manner. We will also exercise care with customer property whilst it is under our control or being used by us. The arrangements described in the Business Management System (ProCEL) underpin this commitment.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Data Protection Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is fully committed to ensuring compliance with the requirements of the Data Protection Act 1998 ('the Act'), and we regard the lawful and correct treatment of personal data as important to our successful operations and maintaining confidence between BBRCE and those with whom we interact.

Procedures have been established to ensure that all employees who have access to any personal data held by, or on behalf of BBRCE are fully aware of, and abide by their duties under the Act.

The Data Protection Policy applies to all employees within BBRCE. Compliance with this Policy is mandatory and any breach will be taken seriously, and may result in disciplinary action being taken in accordance with BBRCE's Disciplinary Policy and Procedure.

Any employee who considers that the Data Protection Policy has not been followed should raise the matter directly with BBRCE's Data Protection Officer (details for whom are set out below).

We will ensure that appropriate security measures are implemented to prevent the unlawful or unauthorised processing, accidental loss, or damage to, personal data.

All employees are responsible for ensuring that:

- any personal data they hold, whether in electronic or paper format, is kept securely; and
- personal information is not disclosed deliberately or accidentally either orally or in writing to any unauthorised third party.

BBRCE has appointed a Data Protection Officer who is responsible for the monitoring and implementation of this policy. The Data Protection Officer will act as the first point of contact for any Data Protection queries or matter.

The BBRCE Data Protection Officer is Vikki Skene, HR Director, BBRCE. For more information, please contact [vikki.skene@bbcel.co.uk](mailto:vikki.skene@bbcel.co.uk)

The Data Protection Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Disciplinary Policy Statement

The purpose of the Disciplinary Policy and Procedure is to promote and encourage appropriate standards of discipline, conduct, timekeeping and attendance and to ensure the safety, health and wellbeing of all employees in a fair and consistent manner.

This procedure will normally be adopted where an employee's conduct is below the standard required by Balfour Beatty Regional Civil Engineering (BBRCE). Any disciplinary or dismissal action taken against an employee will usually only be taken after this procedure has been followed.

The Disciplinary Policy establishes our commitment to deal with disciplinary issues and explains the procedure which sets out the rights and obligations of managers, employees and their representatives, together with the actions that will be taken when our rules and standards are breached.

The Disciplinary Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Driving Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to managing the health and safety of employees who drive vehicles on the public highway on its behalf. We are also committed to managing the health and safety of all other people, whether passengers, pedestrians or other road users, who may be affected by the way in which our employees drive.

It is the policy of BBRCE to implement a risk management process which will create a culture of accident prevention whilst driving a vehicle on BBRCE business.

The key objectives are to ensure that:

- the risks associated with travelling are assessed and properly managed, including route planning and scheduling;
- all individuals who are required to drive on behalf of BBRCE are competent and authorised to carry out their duties; and
- all vehicles used by employees are properly maintained, in a roadworthy condition and are appropriate for the use to which they are being put.

The Managing Director has overall management responsibility for this policy including the provision of adequate resources for its implementation and regular assessment of its effectiveness in securing continuing improvement in our performance. In addition, every individual carrying out work which involves driving on the public highway has a responsibility to co-operate with line management and to drive in a safe manner at all times.

Processes will be implemented to ensure that all individuals driving on BBRCE business are competent. Authorisation shall be reviewed and re-issued (or revoked where necessary) on an annual basis. More frequent review may be required if the driver is involved in an accident or receives a licence endorsement.

Employees who drive a vehicle on behalf of BBRCE must:

- drive with due care and attention at all times;
- never smoke inside the vehicle;
- never drive the vehicle whilst under the influence of alcohol or any other substance; and
- never drive the vehicle whilst using a mobile telephone or other handheld device.

Any failure to observe these rules will be treated as gross misconduct and if proven could lead to the employee being dismissed.

The Driving Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Employee Wellbeing Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to protecting the health, safety and wellbeing of its employees. We wish to encourage and promote a supportive working environment and culture for all employees to help prevent undue workplace stress. In order to do so, we have implemented an Employee Wellbeing Policy.

The Employee Wellbeing Policy applies to all of our employees.

BBRCE aims to help understand the causes of work-related stress and has put in place a number of initiatives to help identify, avoid and alleviate any unacceptable levels of stress including:

- promoting a culture of encouragement, participation and open communication;
- increasing awareness and understanding of the causes of workplace stress and ways of combating it;
- assisting staff in managing stress in themselves and others;
- promoting a workplace where harassment, bullying and victimisation is not acceptable; and
- providing appropriate confidential support for those suffering from stress, in the form of support from HR and line management, referral to occupational health and the Employee Assistance Programme helpline.

The Employee Wellbeing Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

***Balfour Beatty Regional Civil Engineering***

# Environment Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) respects the natural, built, social and economic environments on all projects in which it operates. When designing, planning, constructing or maintaining built infrastructure, we are committed to conducting our operations in an environmentally and socially responsible manner to achieve environmental sustainable solutions.

We will seek to maximise the benefits that the built infrastructure brings to society. Insofar as our involvement allows, we will work closely with its customers, partners, designers and subcontractors to:

- respect and contribute positively to local communities;
- offer opportunities to improve energy efficiency or carbon emissions;
- use renewable resources in preference to non-renewable and use local and recycled materials where appropriate;
- source products that are manufactured with due regard to human rights;
- address life cycle impacts and low carbon technologies; and
- protect and enhance ecologies.

As a steward for the industry we are committed to engaging with professional, regulatory and institutional organisations to help raise environmental standards. We are committed to continual improvement through the adoption of innovative techniques and best practices that exceed customer expectations, meet societal needs and achieve better environmental outcomes. We will set realistic environmental objectives and targets and monitor compliance so that we:

- comply with all legal and Balfour Beatty requirements, which are regarded as a minimum standard in any operational location;
- prevent pollution and protects both the natural and the built environment;
- reduce the effects of noise, dust, disturbance and inconvenience arising from our activities;
- use resources such as energy, water and raw materials efficiently;
- purchase goods and materials that are not scarce or known to cause significant environmental harm;
- minimise waste through reuse and recycling and safely disposes of any waste;
- consult those affected by our work and respond promptly to any complaints or incidents and report these in accordance with Balfour Beatty requirements; and
- minimise the environmental impact of our work throughout its life cycle, including disposal of plant equipment and other physical assets.

In our premises, offices and transport arrangements we seek to progressively:

- reduce fuel consumption in our vehicle fleet;
- improve energy efficiency in the premises it occupies by adopting low carbon solutions; and
- reduce and reuse waste and improve recycling.

To implement this policy we operate an Environmental Management System that fully satisfies the requirements of ISO 14001:2004 and ensures that throughout the business lifecycle environmental risks are identified, sound systems of work are adopted and best practice is shared. We will actively involve our employees and ensure through training that they are aware of the environmental impacts of their activities and know how to operate responsibly. It is the responsibility of every manager and employee in the business to:

- perform his or her job so as to comply with all environmental requirements;
- stop if he or she believes what they are doing will cause pollution or an environmental incident; and
- look out for environmental improvement opportunities.

The effectiveness of our management arrangements in delivering this policy together with its environmental performance and compliance with legislation is routinely monitored and reported to the Board on a regular basis. The Environment Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually and it will also be freely available to the public via the BBRCE website.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Equality and Dignity at Work Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is an equal opportunities employer and we are committed to providing a working environment in which employees are encouraged to realise their full potential. It is our policy to ensure that we attract and retain the best qualified people and treat all job applicants and employees fairly and on merit. As such, no employee or potential employee shall receive more or less favourable treatment or consideration on the ground of race, colour, ethnic origin, nationality, national origin, religion or belief, sex, gender re-assignment, sexual orientation, marital status, age or disability. The effectiveness of BBRCE will only be improved by developing the skills and abilities of all employees, and this policy aims to achieve that objective and to ensure that all employees are treated with respect and dignity in the workplace.

Entry into BBRCE and progression will be determined solely by the application of an objective criteria, personal performance and merit. No applicant will be placed at a disadvantage by requirements or conditions which are not necessary to the performance of the job or which constitute indirect unfair discrimination. As a result, recruitment and other employment decisions and procedures will be monitored, reviewed and where necessary, they will be changed to ensure that everybody is treated fairly. Where there is under-representation of particular groups, the circumstances will be investigated and, where appropriate, practical measures may be taken to remedy the situation.

Eliminating discrimination and providing equality of opportunity depends on the personal commitment of all employees who have a responsibility to assist us in providing equal opportunities in employment and avoiding unlawful discrimination. All employees should be aware of the importance we attach to the Equality and Dignity at Work Policy and must ensure they do not, by their own actions, behaviour or attitudes, directly or indirectly discriminate, victimise or harass any job applicants, employees or workers, including agency staff, consultants and contractors.

Managers and supervisors have particular responsibility for the practical application of this policy and for ensuring a harmonious working environment. They will be responsible for addressing and eliminating any situation involving bullying, harassment or any other forms of discrimination.

Direct or indirect discrimination, including bullying, harassment or victimisation will not be tolerated. Deliberate failure to observe the requirements of the Equality and Dignity of Work Policy will lead to disciplinary action under our Disciplinary Procedures. Serious breaches, of the Policy, if proven will be treated as gross misconduct and will ordinarily result in summary dismissal.

The Equality and Dignity at Work Policy applies to all our employees. In addition to BBRCE employees, the Policy must be observed by all agency staff, contractors, consultants and any other individual working for, at, or on behalf of, BBRCE or any other Balfour Beatty Group company, at all levels including senior members of staff, managers and directors.

The Managing Directors and the Human Resources Management Team have the specific responsibility for applying the Policy within their Business Regions and they are accountable to the BBRCE Board for its implementation. Any employee who believes that they are being unfairly treated in any way associated with the Policy is entitled to and should raise the matter through the grievance procedure.

The Equality and Dignity at Work Policy will be brought to the attention of all BBRCE employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Family Friendly Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to providing equality of opportunity in employment and to developing work practices and policies that support work-life balance. We recognise that, in addition to helping balance work and personal lives, family friendly policies can raise staff morale, reduce absenteeism and improve our use and retention of staff. We also recognise the need to retain the skills and services of our employees and wish to encourage them to return to work following time spent caring for their children or other dependants. We have implemented a range of family friendly policies which are available on the BBRCE internet and from the HR department.

Our family friendly policies are:

- Additional Paternity Leave Policy
- Adoption Policy
- Flexible Working Policy
- Maternity Policy
- Parental Leave Policy
- Paternity Leave Policy
- Special Leave Policy

The Family Friendly Policy will be brought to the attention of all employees. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Grievance Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) recognises that there may be occasions where employees may wish to raise a problem or grievance relating to their employment. The Grievance Policy is designed to encourage open and constructive communication between employees and their manager, enabling employees to raise problems or grievances so they can be resolved quickly, effectively and fairly.

The Grievance Policy and Procedure sets out the framework for dealing with grievances and disputes that occur in the workplace, both from individuals or groups of employees. It is designed to enable grievances to be addressed and resolved in a timely and effective manner.

The Grievance policy applies to all employees of BBRCE.

The Grievance Policy will be brought to the attention of all employees. Any employee wishing to use the grievance procedure may do so freely and without prejudice to his/her position within BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Health and Safety Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) considers that nothing is so important that it cannot be done safely. The health and safety of our employees and everyone else affected by our activities is fundamental to the success of our business and we believe there is no conflict between our long-term financial success and our obligation to keep employees and members of the public safe.

Our policy is to create an environment in which no one is harmed. We will achieve this by identifying the hazards and risks involved in its activities, by eliminating these risks wherever possible, and by establishing robust arrangements for the management of any remaining risks.

We are committed to continually improving our health and safety performance and it will strive to eliminate the realistic likelihood of serious accidents from our business. We believe that all injuries can be prevented. We will establish and implement, across all of our operations, an effective health and safety management system which defines its organisational arrangements, specifies its controls and provides an effective process of assurance. We will set realistic health and safety objectives and we will comply with Balfour Beatty Group publications and health and safety legislation as a minimum standard.

The implementation of our health and safety management system is a line management responsibility, supported by functional specialists and relies upon the competence, cooperation and commitment of all employees. We will therefore:

- actively involve our employees, partners and supply chain in developing and sustaining a positive health and safety culture which demonstrates exemplary and inspirational leadership and commitment;
- develop the necessary competencies, through the provision of information, training, instruction and supervision, to enable our workforce to comply with all health and safety requirements and to perform their duties safely;
- promote a working environment where everyone makes safety personal and helps to create a Zero Harm culture through understanding their impact on health and safety, by looking out for their own and their colleague's safety and by stopping work and seeking guidance if they are involved in an activity which they believe to be unsafe;
- establish effective organisational communication, cooperation and control arrangements with documented procedures and guidance where appropriate; and
- seek employee participation and views on health and safety matters through the use of appropriate consultative mechanisms.

The Managing Director has overall responsibility for the Health and Safety Policy, including the provision of adequate resources for its implementation and regular assessment of its effectiveness in securing continual improvement in the Company's health and safety performance.

The Health and Safety Policy will be brought to the attention of all employees, supply chain partners and persons working on behalf of BBRCE. It will also be freely available to the public via the BBRCE website.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Industrial Relations Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) aims to promote industrial harmony and operational efficiency by following the relevant ACAS Codes of Practice, by complying with current legislation and implementing such procedures as are laid down in the appropriate National Agreements and any relevant site agreement.

The Construction Industry Joint Council Working Rule Agreement will be followed. Local site agreements will be adhered to when in force at the request of the client.

We recognise the signatory unions to the Working Rule Agreement. Regular meetings of employee representatives with site management enable problems and grievances to be dealt with as they arise to avoid them escalating into major disputes.

Sound recruitment is of fundamental importance to the effective performance of labour on a contract in terms of optimising productivity and maintaining good relations between employer and employee. To this end the engagement of properly qualified operatives is paramount.

The maintenance of a disciplined labour force should be considered a priority objective of site management. To achieve operational efficiency, safe working and good morale, disciplinary action must be taken in a fair and consistent manner in accordance with the approved disciplinary procedure.

An effective procedure for dealing with disputes and grievances is perhaps one of the most potent mechanisms in ensuring harmonious employer/employee relationships. The objective is that employees are able to resolve any issue within a climate of normal working conditions.

Site Management with advice and support as appropriate from HR specialists will be responsible for establishing and maintaining good standards of industrial relations on each project.

We will also confirm the presence of these arrangements to partners and subcontractors, and will ensure the provision of adequate resources for the policy's implementation and review, which shall occur at least annually to assess its effectiveness in securing continuing improvement in BBRCE's industrial relations performance.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

# Information Security Policy Statement

Balfour Beatty regards its information as a highly valuable asset. The loss, corruption or theft of information and supporting systems could have a serious impact on the Group's business activities and reputation. Therefore, our information and information processing systems are critical to our business and need to be protected appropriately.

This policy applies to all Balfour Beatty employees, temporary staff and contractors in all Operating Companies, functions and geographic locations, as well as third parties creating and handling or managing Balfour Beatty owned or licensed information assets and/or IT infrastructure.

Our policy is to create an environment where we protect our information, assure business continuity and minimise damage by proactively managing the impact of security incidents. We will achieve this by:

- Ensuring that the availability, confidentiality and integrity of our information, data and business systems are maintained and controlled. This means that information is:
  - available when required;
  - only available to authorised individuals and is managed in accordance with this information security policy and any other relevant policies or standards; and
  - accurate, complete and up to date.
- Ensuring that information security training is available to all who have access to our systems or sensitive information.
- Limiting exposure to the risks arising due to loss, corruption, misuse or theft of our information assets.
- Ensuring that the coverage, content and application of information security standards that support this policy are adequate to address the level of risk Balfour Beatty faces, and that compliance is attained against legal, regulatory, policy and industry requirements.

Our approach to managing information security is set out in a series of policy documents: Balfour Beatty's Information Security Policies, which have been written in line with internationally recognised standards for information security. These provide the mandatory baseline controls for the governance and protection of Balfour Beatty. These policies are available on ORBit.

We are committed to implementing an information security aware culture within Balfour Beatty. It is imperative that all those with access to our data understand their information security obligations.

All staff (employees, temporary staff and contractors) are responsible for:

- Protecting information, data and systems in accordance with their sensitivity and importance;
- Reporting any suspected or actual security breach to line management;
- Exercising due care when using personal computers, removable PC storage devices and phones, or when using email and internet access services;
- Using Balfour Beatty's information and supporting business systems only for approved business purposes and in a manner that does not compromise their confidentiality, integrity or availability; and

We will review all information security policies on a regular basis.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Mobile Phone Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to managing the safe use of mobile phones by its employees. We seek to ensure that mobile phone use places neither the user, nor any other person, at risk.

Anyone within a site boundary who is driving or operating any vehicle, mobile plant, or machinery or controlling vehicle movements is strictly prohibited from making or receiving a telephone call from either a hand-held or hands-free mobile phone. Drivers must park their vehicle in a safe location and switch off the ignition before making or receiving a telephone call.

The use of mobile phones (and other personal hand-held electronic devices) is prohibited whilst walking or carrying out any work duties within site boundaries. The exception to this would be where a mobile phone is required as a means of emergency communication or where an individual has been authorised by Balfour Beatty site management to use a mobile phone whilst in a safe location.

Drivers on BBRCE business are prohibited from using a hand-held mobile phone whilst driving. By providing a hand-held mobile telephone, we do not in any way require or encourage an employee to make or answer a call whilst driving a vehicle.

Using a hand-held mobile phone whilst driving is a criminal offence, which carries a fixed penalty, plus up to six penalty points on the driver's licence. The law only permits the use of a hand-held mobile phone whilst driving to make a genuine emergency call to 999, and only in circumstances where it would be unsafe for the driver to stop. It should also be noted that driving carelessly or dangerously when using a hand-held phone can lead to a disqualification, a large fine and up to two years imprisonment. We will not be held responsible for any employee who is prosecuted for using a hand-held mobile phone whilst driving, nor to or for any fine or penalty that may result.

It is not illegal to use a hands-free mobile phone whilst driving. However, depending on particular driving circumstances, its use could lead to careless or dangerous driving, which have the above stated penalties.

We will provide selected users, who have a justifiable business case, with a vehicle fitted (cradle mounted) hands-free phone kit. However, by doing this we do not require or expect the employee to make or receive any phone calls whilst driving. If an outgoing call is essential, it should only be made in cases where the driver considers it safe to do so. Similarly, drivers should only answer an incoming call when they feel it is safe to do so and they should tell the caller that they are driving. All call durations should be kept to a minimum. If the driver considers it unsafe to answer the phone, it should be left to ring and the call returned when the vehicle is parked in a safe location.

The Mobile Phone Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

***Balfour Beatty Regional Civil Engineering***

## No Smoking Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is responsible for ensuring, so far as is reasonably practicable, the health, safety and welfare of its employees whilst at work and supports the view that its employees are entitled to breathe air free from tobacco smoke whilst in enclosed workplaces and vehicles.

In order to promote the health and safety of employees and in compliance with the Smoking, Health and Social Care (Scotland) Act 2005 and The Health Act 2006, we operate a No Smoking Policy.

It is our policy that all of our workplaces are smoke-free. This policy applies to all partners, employees, workers, consultants, contractors and any other individual working on behalf of us on BBRCE/client premises or in BBRCE vehicles. Clients and visitors to our premises are also required to comply with this policy.

Breaches of the No Smoking Policy will be subject to the normal disciplinary procedures up to and including dismissal. In addition, failure to comply with the legislation may result in a criminal conviction. Individuals may be fined for smoking in no-smoking premises. The manager or person in control may be fined for either:

- allowing others to smoke in no-smoking premises; or
- failing to display warning notices in no-smoking premises.

Line Managers and Functional Heads are responsible for implementing the No Smoking Policy through rules, which are appropriate to the particular circumstances of their operation in consultation with employees and/or their representatives.

The HR function is responsible for informing all job applicants of this policy in all offers of appointment. Employees who meet visitors on our premises must explain the No Smoking Policy and ensure that their visitors comply.

The No Smoking Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## *Balfour Beatty Regional Civil Engineering*

# Quality Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to delivering consistently high standards of service to its customers, to agreed requirements and timescales. When designing, planning, constructing or maintaining built infrastructure, the standards of service for managing quality will be integrated with those for managing health, safety and the environment in a manner aimed at ensuring that:

- designs fully consider construction and maintenance aspects;
- work is planned in a systematic, safe and coordinated manner;
- processes, materials and workmanship deliver a quality finished product; and
- testing, inspections and examinations support a right first time culture, reducing defects and re-work.

To implement the Quality Policy we operate a Quality Management System that fully satisfies the requirements of ISO 9001:2008 and ensures that throughout the business customer lifecycle requirements are identified, sound systems of work are adopted and best practice is shared.

We are committed to continual improvement through the adoption of innovative techniques and best practices that exceed customer expectations and achieve better performance outcomes. We will actively involve our employees and ensure through training that they are aware of the quality critical aspects of their activities and accept clearly defined responsibilities for the quality of their work.

We will work closely with our customers, partners, designers and subcontractors to:

- listen and talk to better understand and hence meet their needs;
- communicate clearly the expected standards of service and specification requirements;
- promote opportunities that improve performance; and
- establish clear performance objectives and measure outcomes.

Whether operating in the UK or overseas, we are committed to ensuring that the delivery of these services is not an option, but a business necessity which will be achieved by:

- getting our work "right first time" by operating an integrated management system with trained, competent and motivated teams;
- creating a work environment in which all our people have the opportunity to fulfil their potential;
- ensuring that the established culture of continual improvement at every level of the organisation is effective;
- setting clear performance objectives and actively involving all our people in their attainment;
- ensuring that decisions are based upon analysis of data and information;
- working as teams both within our business and with its customers, designers, subcontractors and suppliers;
- responding promptly to any complaints or incidents and sharing any lessons learned; and
- subjecting our systems and processes to rigorous internal and external assessments.

It is the responsibility of every manager and employee in our business to:

- perform his or her job so as to comply with all business requirements;
- stop if he or she believes what they are doing is not in accordance with requirements; and
- look out for improvement opportunities.

The effectiveness of our management arrangements in delivering this policy together with its performance against BBRCE stated quality objectives is routinely monitored and reported to the Board on a regular basis.

The Quality Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Risk Management Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to the policy of sound risk management across its business to enable the delivery of the required high standards of service. This commitment is assessed on an ongoing basis for its effectiveness and is integral to delivering services safely, profitably, on time, within budget and to the satisfaction of all stakeholders.

Risks will be managed by the use of a generic framework across all parts of BBRCE with the key objectives of ensuring that we:

- maintain the health and safety of the public and those employed by us;
- eliminate or mitigate the environmental impact of our services;
- enhance our reputation; and
- are successful, enabling us to further develop our business.

To achieve our objectives we will:

- identify and assess the risks to the objectives;
- establish and implement action plans to eliminate risks wherever possible and to mitigate the remaining risks to the maximum extent practicable; and
- continuously monitor our performance to enable improvement.

The effectiveness of our management process to deliver the Risk Management Policy is routinely monitored and reported to the Board on a regular basis.

The Risk Management Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Sustainability Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) recognises sustainability as much more than just a corporate value and that the responsibility for it lies with all of us. Sustainability is extremely important to us as a business and the delivery of it lies with us and all our employees. When designing, planning, constructing or maintaining built infrastructure we are committed to the prudent use of all resources to ensure economic, environmental and social issues are balanced and integrated. This will allow us to meet our existing needs without compromising those of future generations.

Our commitment to sustainability will be met by engaging with local communities, customers, partners, designers, subcontractors and stakeholders and through the implementation of its business processes.

The aims of this policy are as follows:

- setting best practice standards and implementing;
- working with, respecting and contributing positively to local communities and those affected by our activities;
- minimising waste by reusing and recycling materials;
- improving energy efficiency and reducing carbon emissions;
- sourcing products that are manufactured with due regard to human rights;
- developing sustainable procurement procedures;
- creating Shareholder value by meeting customer expectations;
- improving health and well being of all our people;
- protecting the environment and enhancing it wherever possible for the benefit of future generations;
- increasing employee satisfaction;
- reducing water usage;
- promoting innovation and sustainable construction; and
- sourcing timber from sustainable sources.

We have developed a five level approach to achieve these aims:

- Through partnerships with those we work with.
- By planning how we carry out design and the materials we use.
- By saving resources through minimising waste.
- Operating processes that promote sustainable development and efficiency.
- Reporting and communicating results to improve our performance.

Building sustainability into our activities is critical in order to maintain the confidence and support of our customers, neighbours and shareholders and allow us to thrive without compromising the needs of the future. Sustainability is an extremely large undertaking but one that makes good business sense and achieves responsible growth allowing a proper balance of people, planet and profit.

The Sustainability Policy will be brought to the attention of all employees and persons working on behalf of BBRCE. The Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Timber Procurement Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) is committed to continuous improvement in environmental and sustainability performance.

We will therefore seek to procure timber only from independently certified, legal and sustainable sources, such as those certified under the Forest Stewardship Council ("FSC") or Programme for the Endorsement of Forest Certification ("PEFC") schemes. Where required we will source timber with full Chain of Custody (CoC) certification.

If we cannot secure timber from an FSC or PEFC certified source, we will obtain it from other independent certification schemes or independently audited sources that can demonstrate legal supply from responsibly managed forests.

To ensure this policy is implemented effectively, we will:

- incorporate its requirements in our company management systems;
- embed it in our supply chain;
- communicate the policy to all our employees; and
- engage our customers in our implementation.

Divisional management is responsible for the implementation of this policy.

The policy is available to the public and interested third parties through the BBRCE website. It will be reviewed annually and updated as necessary, to ensure it is consistent with developments in the sustainable sourcing and use of timber and wood-based products.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

## Training and Development Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) aims to utilise, through selection, training and development, the full talents, skills and abilities of all employees. The investment made in training and providing opportunities for development at every level to improve the effectiveness of its employees is vital if we are to maintain competitive advantage and sustain continuous growth of our business.

The primary responsibility for the training and development of an employee rests with the management of the unit or group in which the employee works. Every manager must ensure that the employees in his/her unit or group are properly trained to carry out their duties effectively and that opportunities for development are available.

The HR function provide a professional support service to assist and advise managers in discharging this responsibility.

Each member of staff is expected to take responsibility for his/her own self-development and to take advantage of the training and development opportunities available.

All staff should be given the opportunity to participate in regular performance and career development reviews, at which training and development needs should be identified.

Employees are encouraged to pursue, on their own initiative, continuing education and training. In particular, employees are encouraged to obtain professional or vocational qualifications relevant to their role with our business. Employees may apply for assistance with fees and study time associated with learning programmes. The relevance of the course and the suitability of the employee for that course will be taken into account in determining the level of support offered by us.

Training and development needs will be assessed and access to training given without discrimination in line with the Equality and Dignity at Work Policy.

All employees will receive appropriate training in health and safety in order to meet our health and safety obligations.

We have a commitment to the training of people and to supporting schemes intended to promote it.

The Training and Development Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
**Managing Director**  
**Balfour Beatty Regional Civil Engineering**

# Whistle Blowing Policy Statement

Balfour Beatty Regional Civil Engineering (BBRCE) wants to fulfil its responsibilities to shareholders, customers, employees, business partners and the wider community by seeking to conduct all aspects of business at the highest level of excellence and professionalism and by operating in an ethical manner. We are committed to customer satisfaction, first-class service, safety and a responsible approach to the environment.

In order to meet these standards, we rely on the honesty and integrity of all our staff, irrespective of level or status within the organisation, to point out ways in which we can improve conduct within our business and make our decisions within a clear ethical framework. We wish to encourage a culture of openness, allowing all staff and other individuals working with our business (including agency staff and subcontractors) to raise and resolve any problems as quickly as possible. We recognise that subcontractors may have their own procedures and would like to encourage them to add to these procedures so as to enable their employees to report directly to us on our operations.

We will take prompt steps to investigate thoroughly and to remedy any deficiencies brought to our attention in accordance with the Whistle Blowing Policy. Just as it is our duty to maintain standards, it is the obligation of all of us to bring malpractice or problems promptly to our attention.

To help achieve the above aims, the Whistle Blowing Policy has been introduced to encourage employees, temporary staff and subcontractors to raise any concerns they may have about possible wrongdoing or malpractice at an early stage and in the correct way.

## **When should you use the Whistle Blowing Policy?**

You are responsible for taking appropriate, reasonable and timely action whenever you become aware of any situation or matter that could expose us to loss, liability or embarrassment.

It is your duty to report any situation or matter which you reasonably believe might show that one or more of the following matters has occurred, is occurring or is likely to occur in the future:

- a criminal offence;
- a failure to comply with a legal obligation;
- a miscarriage of justice;
- a health and safety danger;
- an environmental risk;
- an act of misconduct;
- dishonesty or fraud;
- a breach of BBRCE's rules or procedures of any regulatory body; or
- a concealment of any of the above.

As soon as you are aware of any situation of matter referred to above, you should report your concern to Emma Campbell, Legal Director who has been appointed as BBRCE's Disclosure Officer. If your concern is about the Disclosure Officer herself then you should promptly report your concern to the HR Director, Vikki Skene.

If, in your opinion, your concern is of an extremely serious nature and it involves or relates to a BBRCE Director or any senior manager and you are reluctant to raise the matter with the nominated Disclosure Officer or HR Director, you should, as an alternative, report your concern to the Balfour Beatty Ethics Helpline on 0800 028 0822.

It is very important for you to report any of the matters referred to above promptly in order to assist us to uphold our high standards and to help prevent the concealment or destruction of evidence which we or other regulatory authorities might need to review.

If you have any grievance relating to your employment, then you should follow BBRCE's Grievance Procedure.

The Whistle Blowing Policy does not form part of an individual's contract of employment and may be amended by BBRCE from time to time. It will be reviewed annually.



**Marshall Scott**  
Managing Director  
Balfour Beatty Regional Civil Engineering