

SECTION 1: COOPERATIVE COUNCIL APPENDICES

Confidential

SW2 Enterprise Centre: Final Tender



Appendices

A1.1 Vision presentation slides

A1.2 Apprentice training checklist

A1.3 Level 3 Apprenticeship in Surveying

A1.4 Kajima Recruitment and Equal Opportunities Policy

A1.1 Vision presentation slides

SECTION 1: COOPERATIVE COUNCIL APPENDICES

A1.1 VISION PRESENTATION SLIDES

September 2013

VISION

As requested the slides utilised for the SW2 Enterprise Centre Vision presentation to the Lambeth Programme Board on 18 June 2013 are attached.

It should be noted however that since that point there have been a number of developments and changes to the project, in particular the exclusion of International House.

These slides should therefore be treated as a reference to a previous point in time and not relied upon as being accurate and up to date with the current status of the material presented throughout the rest of this Final Tender submission.

SW2 Enterprise Centre



THE COOPERATIVE COUNCIL

“Lambeth is becoming the country's first cooperative council. That means in future the council will do things with local people instead of doing things to them.”

VISION

INNOVATION

JOBS

REGENERATION

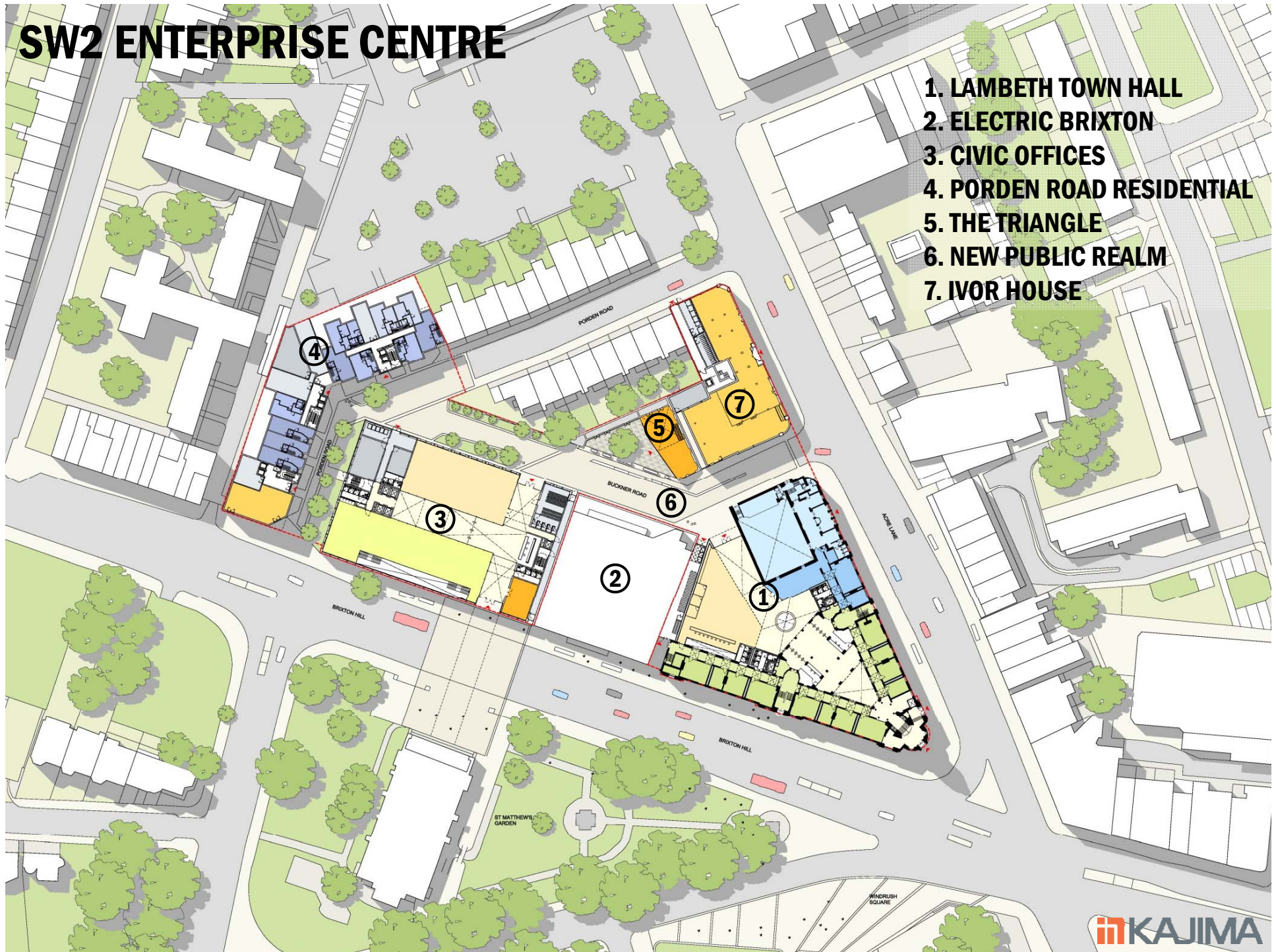
PARTNERSHIP

SW2 ENTERPRISE CENTRE



SW2 ENTERPRISE CENTRE

1. LAMBETH TOWN HALL
2. ELECTRIC BRIXTON
3. CIVIC OFFICES
4. PORDEN ROAD RESIDENTIAL
5. THE TRIANGLE
6. NEW PUBLIC REALM
7. IVOR HOUSE



CIVIC OFFICES TO BRIXTON HILL

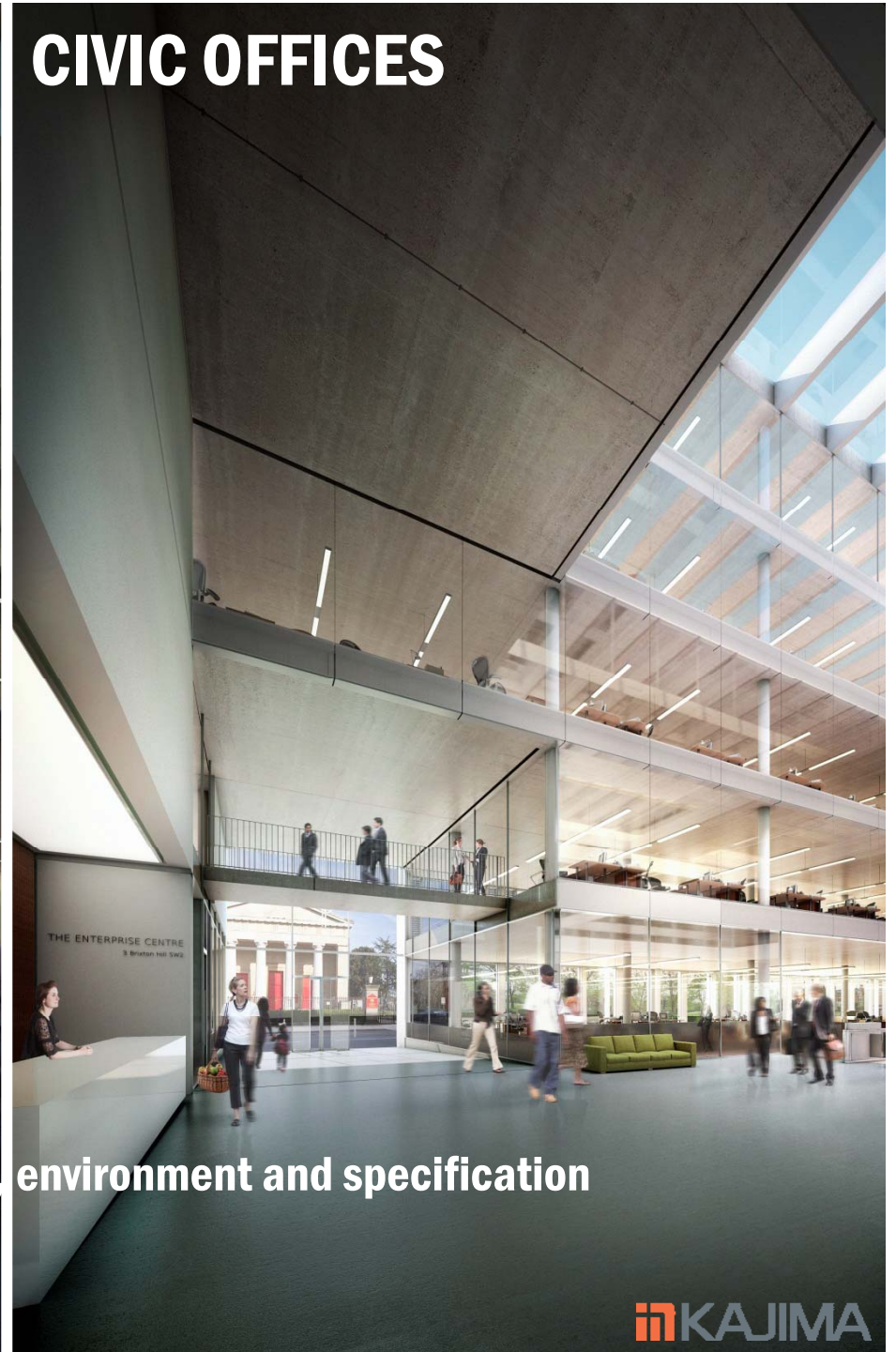


Welcoming, appropriately civic and highly efficient

TOWN HALL



CIVIC OFFICES



Commonality of quality, environment and specification

SUSTAINABILITY

OPL CORE PRINCIPLES

ZERO CARBON TARGET

ZERO WASTE TARGET

TRANSPORT

MATERIALS

FOOD

WATER

LAND USE + WILDLIFE

CULTURAL + HERITAGE

EQUITY

HEALTH + HAPPINESS



ENERGY & CO₂

- Low energy street lighting
- PVs on south facing roof areas
- Daylight optimised
- Central Energy Plant
- Fresh air introduced by earth ducts
- Natural ventilation to buildings (mixed mode)
- Daylight dimming to office areas
- Heat recovery ventilation
- Active thermal mass in offices
- Shading to exposed façades
- Low energy lighting in building
- Phase Change Material
- A-rated appliances to residential units
- Exposed thermal mass in apartments

MATERIALS

- Reuse demolished materials
- Construction waste management
- FSC wood
- Avoid CFC's and HCFC's
- Reward steps to reduce impact
- Environmentally sound supply chain
- Recycling finishes
- Re-use of building materials
- Recycling structure

WATER

- Water metering to each unit
- Grey + Rain Water used for irrigation
- Greywater recycling
- Waterless urinals
- Low water use appliances
- Water saving features
- Stormwater runoff control
- Rainwater recycling and reuse

LAND USE

- Productive landscape/gardens on roof
- Bat boxes + beehives to promote biodiversity
- Biodiverse landscaping
- Green roofs
- Green open space

SURPLUS SITES

PORDEN ROAD 85 HOMES / 4 - 9 STOREYS



VISION

The design for Porden Road re-visions the London terraced street. 2 storey houses face the street with dual aspect apartments above. Green planted terraces provide amenity space above the three parts of the building. The building rises from 4 storeys to echo the existing terrace at the north of the site, to 6 and then to 9 storeys on the Brixton Hill edge.

Left: Ground floor plan showing series of houses with apartment cores set between

Right: Typical upper floor plan (level 06-08) showing green terracing and apartments on Brixton Hill edge

Top: Sketch showing houses at lower datum with apartments above
Above: Sketch looking at 9 storey element facing Brixton Hill

IVOR HOUSE 35 APARTMENTS / 1 STOREY EXTENSION



Top: Sketch showing proposed planted green roof atop existing building

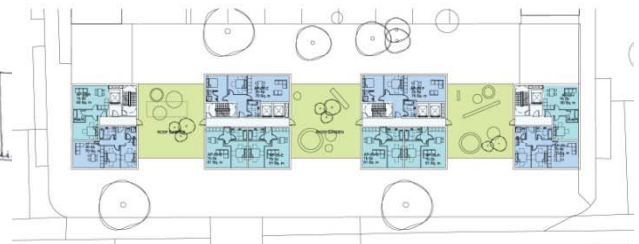
Above: Typical plan levels 01-04 showing access gallery on southern edge of existing building

Left: Sketch showing new rebuild extension that faces the new public realm and proposed triangle building

VISION

The Existing Ivor House is adapted for residential use - retaining and improving historical facades to the and adding a high quality extension to the south east. A central gallery provides access through the building. The lower ground level has now been utilised to create a flexible double height commercial space. A green planted roof complements a new extension that is set back from the existing roof.

OLIVE MORRIS HOUSE 106 HOMES / 4 - 7 STOREYS + LG



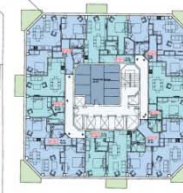
Above: Sketch of proposed Brixton Hill elevation

Right: Typical upper floor plan (level 05-08) showing green terracing and apartments fronting Brixton Hill

VISION

The proposed Olive Morris House keeps much the same site coverage as the existing building but has a more articulated form to complement the surrounding buildings along Brixton Hill. Roof terraces are used for amenity provision.

INTERNATIONAL HOUSE 92 APARTMENTS



Top: Sketch showing a proposed re-clad International House from Brockley park

Above: Typical plan levels 02-10 showing adaptation of existing floorplate into 4 x 2 bed and 4 x 1 bed apartments

Right: Sketch showing proposed re-clad building with planted green gardens on new extension

VISION

The existing building is re-clad with a high performing and sustainable facade that lightens the presence of International House in Brockton. The building is extended to 15 storeys. The new extension is fronted with a planted green screen and roof gardens.



AFFORDABLE HOUSING

AFFORDABLE HOUSING ELEMENT 23% OF TOTAL HABITABLE ROOMS



- IVOR HOUSE** = 100% PRIVATE HOUSING / 35 APARTMENTS
- INTERNATIONAL HOUSE** = 100% PRIVATE HOUSING / 92 APARTMENTS
- OLIVE MORRIS HOUSE** = 100% PRIVATE HOUSING / 106 HOMES
- WANLESS ROAD** = 100% PRIVATE HOUSING / 4 HOUSES
- WYNNE ROAD** = 100% AFFORDABLE HOUSING
- PORDEN ROAD** = 58% AFFORDABLE HOUSING / 72 HOMES



FINANCE

Base Case (23% AH, 5% PA Growth) Projected Surplus sensitivity:

<u>Surplus (Deficit)</u> <u>£'000s</u>	<u>9.5% Affordable</u> <u>Homes</u>	<u>23% Affordable</u> <u>Homes</u>	<u>30% Affordable</u> <u>Homes</u>	<u>39% Affordable</u> <u>Homes</u>
<u>0% pa growth</u>	<u>5</u>	<u>(8,701)</u>	<u>(13,025)</u>	<u>(19,173)</u>
<u>3% pa growth</u>	<u>9,912</u>	<u>12</u>	<u>(4,760)</u>	<u>(12,637)</u>
<u>5% pa growth</u>	<u>16,176</u>	<u>6,234</u>	<u>1,291</u>	<u>(7,740)</u>
<u>7% pa growth</u>	<u>22,655</u>	<u>12,170</u>	<u>6,935</u>	<u>(3,212)</u>

The best value funding option is for the Council to fund the cashflow from either reserves or a Public Works Loan Board benefitting from the low cost of borrowing.

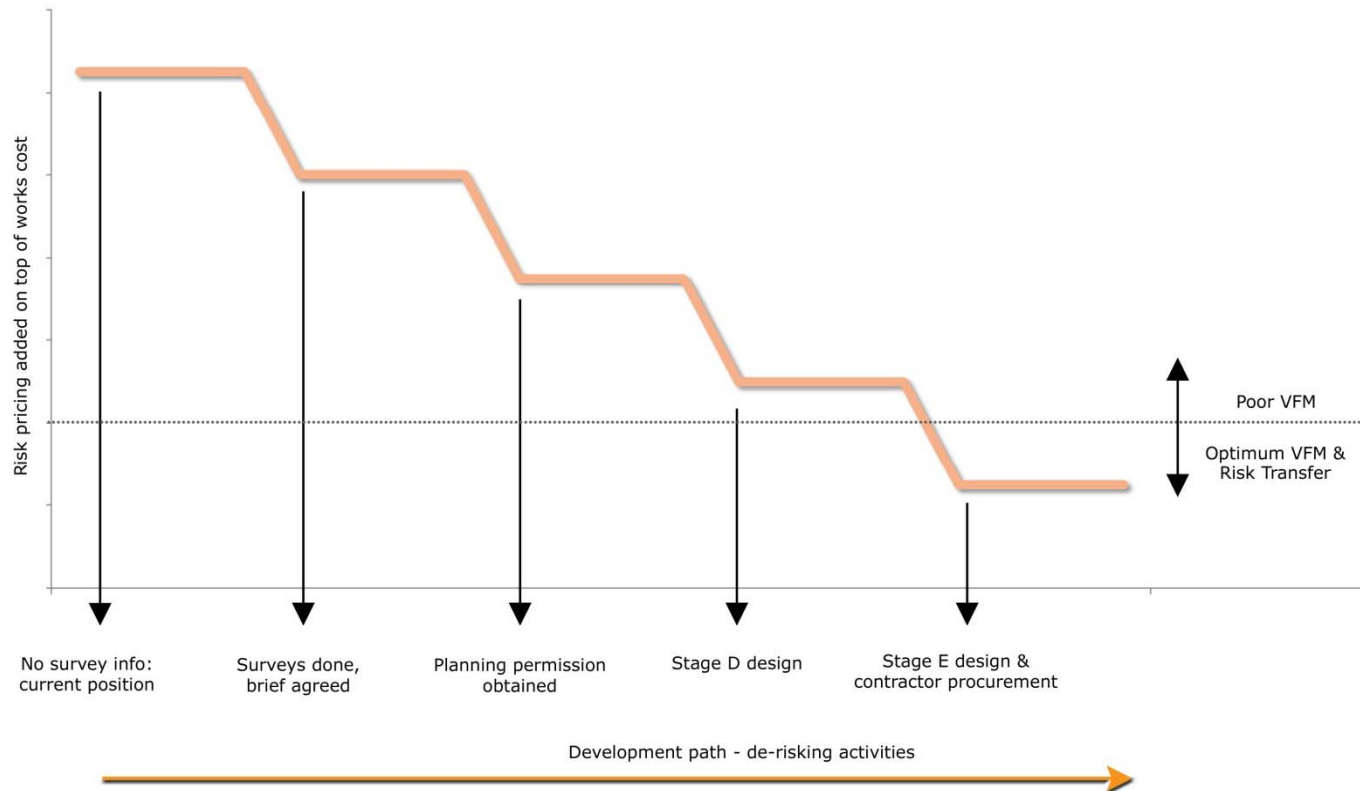
The Maximum Commitment of the cumulative Council cashflow is £39.051m, and this Peak Funding occurs at Practical Completion, prior to final surplus site receipts.

The Council do not commit to the physical build of the civic accommodation until sufficient surplus site sales to third parties are committed and until a fixed price for construction work has been obtained.

COMMERCIAL

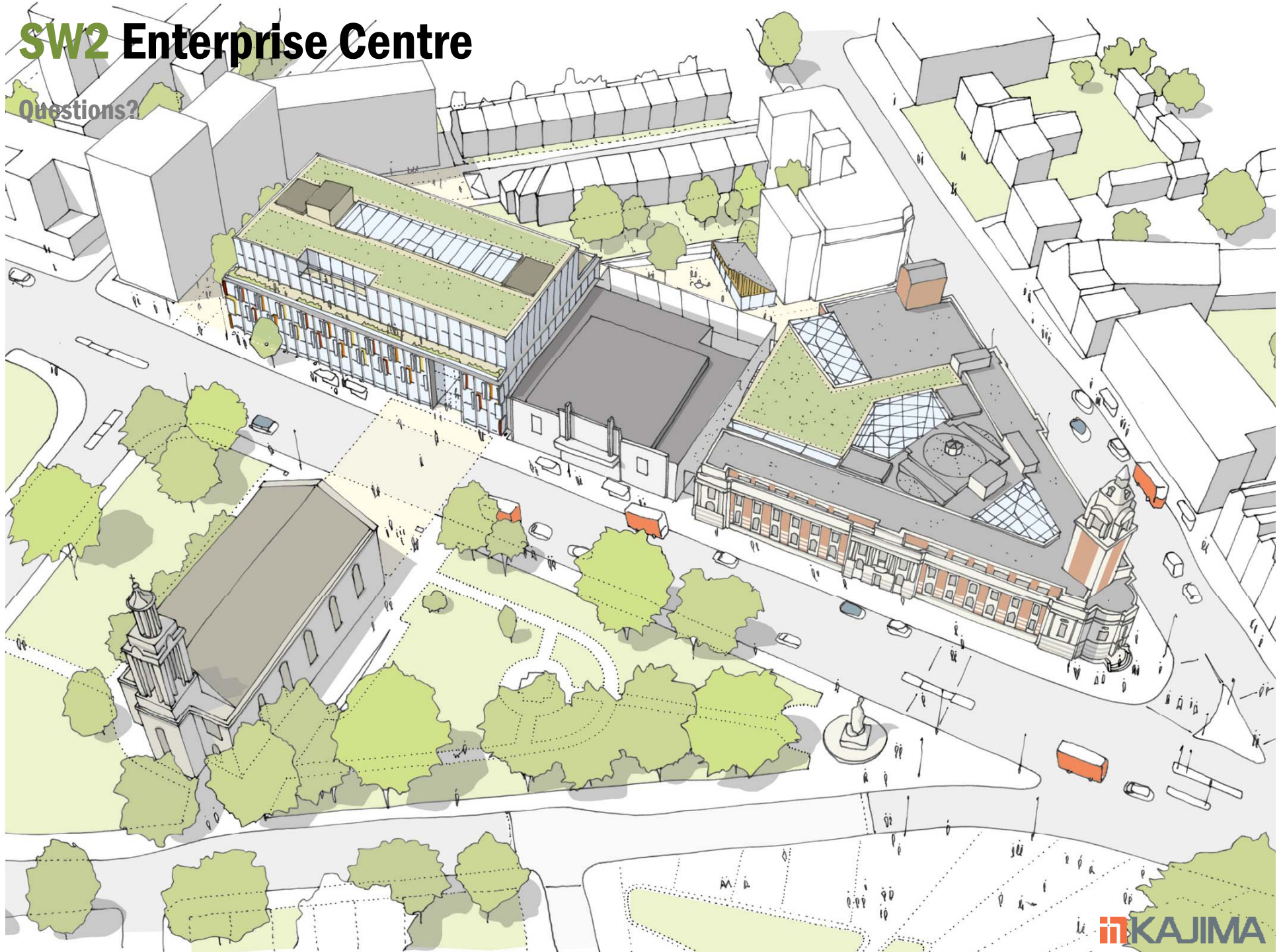
Kajima's approach allows the Council to benefit from optimum risk transfer at the most appropriate time, when comprehensive understanding of the risks will result in a more competitive construction price

The Council will receive 100% of surplus site receipts and 100% of value enhancement as a result of planning consent and strong market demand



SW2 Enterprise Centre

Questions?



A1.2 Apprentice training checklist

**Kajima Partnerships Ltd
Apprentice Training Checklist**

18/06/2013

January 1, 2012

Kajima Partnerships Ltd CONFIDENTIAL

Identifying Factors	Status	Supervisor	Due Date	Date Complete	Comments
Control factors:					
KPL induction checklist (this document)			08/01/12		
Staff Handbook (Including all policies & procedures)			08/01/12		
Car Parking and details of public transport			08/01/12		
Staff Card/ Keys			08/01/12		
Probation procedure & support			08/01/12		
Performance and Development Review			08/01/12		
Cooperate Image instructions			08/01/12		
Holidays and sickness absence			08/01/12		
Financial factors:					
Pay days			08/01/12		
Pension Scheme			08/01/12		
Expences			08/01/12		
KPL Financial procedures (IPA)			08/01/12		
Office Facilities					
Staff room and smoking areas			01/01/12		
Drink facilities (coffee, etc)			01/01/12		
Lunch arrangements/ eating facilities			01/01/12		
Toilets			01/01/12		
Key pads and security of the building			01/01/12		
Facilities for disabled staff			01/01/12		
Sports and exercise			02/01/12		
Health and Safety					
Fire drill/alarm testing			1/1/12		
H&S Policies including no smoking			1/1/12		
Accidents recording			1/1/12		
First Aid			1/1/12		

**Kajima Partnerships Ltd
Apprentice Training Checklist**

January 1, 2012

Kajima Partnerships Ltd CONFIDENTIAL

	Status	Supervisor	Due Date	Date Complete	Comments
Telephone					
Answer the telephone politely and professionally			08/01/12		
Record the relevant information from the call			08/01/12		
Refer or action the call as required			08/01/12		
Friendly and confident manner			08/01/12		
Professional and courteous when calling a client			08/01/12		
Answering the phone promptly			08/01/12		
Check answer phone messages daily as a minimum			08/01/12		
Enquiries					
Understand the Kajima unique service offering			15/01/12		
Take the relevant information for an enquiry			15/01/12		
Record the enquiry details in the correct place			15/01/12		
Refer to an existing enquiry and locate the information			22/01/12		
Follow up on an enquiry			22/01/12		
Show a potential client around the facilities			29/01/12		
Confidently explain what facilities we have available			29/01/12		
Respond to enquiry emails promptly			29/01/12		
Understand the pricing policy			29/01/12		
Bookings					
Understand how the Booking System Works			15/01/12		
Find available facilities			15/01/12		
Add a Booking			15/01/12		
Alter a Booking			15/01/12		
Repeat a Booking			15/01/12		
Move bookings around to accommodate changes			22/01/12		
Understand what equipment is available to hire			08/01/12		
Explain how to complete the booking procedure			22/01/12		
Understand how Extension to Core Hours (ECH) works			22/01/12		
How to book in ECH			22/01/12		
How to cancel a booking			15/01/12		
Telling a client a booking has to be changed			22/01/12		
Following up a booking from the web page			22/01/12		
Checking Clients have submitted correct documentation			15/01/12		
Compile Attendance and FM Sheets			01/01/12		
How to complete a special event planner			01/01/12		
			02/01/12		
Payments					
Understand what deposits and payments have to be paid			29/01/12		
Understand when deposits and payments have to be paid			15/01/12		
Taking a credit card payment over the phone			22/01/12		
Recording the credit card payments			22/01/12		
Updating payment information on the reconciliation sheets			22/01/12		
How to check the bank account			29/01/12		
Procedure for taking cash/cheques			22/01/12		
How to find a lost payment			29/01/12		
Log in and Navigate HSBC Payments			01/01/12		
			01/01/12		
			01/01/12		
			01/01/12		
			01/01/12		
			01/01/12		
Credit Control					
Understand from records who is a debtor			29/01/12		
Understand the credit control process			29/01/12		
Professionally and confidently ask for payment			29/01/12		
Make records on progress made to recover debts			29/01/12		
Inform clients sessions are cancelled due to debt			29/01/12		
			01/01/12		
			01/01/12		
Requests for Payment					
Understand how to request a payment			29/01/12		
How to raise bulk invoices			29/01/12		
Amending a Request for Payment			29/01/12		
Updating reconciliation sheets when Request has been sent			29/01/12		
Understand how to request a deposit			29/01/12		
			01/01/12		
			01/01/12		

January 1, 2012

Identifying Factors	Status	Supervisor	Due Date	Date Complete	Comments
Communication with Supervisors					
How to send Attendance Sheets to Supervisors			08/01/12		
Understand the procedure for updating issued sheets			08/01/12		
Collecting customer comments and supervisor notes			08/01/12		
Understand where to file electronic and paperbased forms			08/01/12		
Checking timesheets have been completed			08/01/12		
Checking timesheets have been sent to SRS			08/01/12		
			08/01/12		
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			01/01/12		

A1.3 Level 3 Apprenticeship in Surveying

APPRENTICESHIP IN SURVEYING

What is an apprenticeship?

Apprenticeships are nationally recognised qualifications that offer an excellent way of mastering practical skills in the workplace. They give people the opportunity to train as they work and earn money, and are increasingly recognised as the gold standard for work-based training.

Who is it for?

Anyone who is not in full-time education and above 16 years of age can become an apprentice.

Who provides training?

Employers can use external training providers for all aspects of the apprenticeship or can choose to provide some of the training in-house, with verification undertaken by external providers where required.

If you are interested in a joint approach with a training provider please contact our UK Academy for further details.

How much does the apprenticeship cost?

For apprentices aged 16 -18, all training costs are met by the government. For apprentices aged 19+, the employer will be expected to pay a contribution towards the training costs, although in some cases this can be funded if special conditions are met. The employer is expected to meet the cost of the apprentices' wages.

How long will it take?

Typically the apprenticeship can be gained in around 24 months.

What is the format?

Apprenticeship frameworks are the gold standard in workplace training and they aim to produce well rounded, effective employees with up to date knowledge as well as technical competence. In order to do this apprenticeships include:

1. The main qualification that assesses competence in work situations
2. A knowledge qualification that demonstrates an appropriate level of understanding about the area of work

3. Key/Functional Skills - which ensure that appropriate standards in English, Maths and Information Technology are met

4. Employment Rights and Responsibilities (ERR) - awareness of the rights and responsibilities that are essential in the workplace

5. Development of Personal, Learning and Thinking Skills (PLTS) - that are essential in all workplaces such as effective participators, self managers, independent enquirers, creative thinkers, reflective learners and team workers.

Apprentices are expected to receive a minimum number of off-the-job and on-the-job guided learning hours.

What are the benefits?

For employees:

- gain a qualification that is valued by employers
- earn while training
- gain practical, job-specific skills
- work alongside experienced members of staff
- enhance prospects for career progression

For employers:

- improve productivity and profitability
- fill skills gaps now and in the future
- become more attractive as an employer
- government funded training
- improve levels of service

Next steps

For more information visit www.assetskills.org or contact us on ukacademy@assetskills.org or 0844 822 2525.

Alternatively, visit www.apprenticeships.org or call the National Apprenticeship Service on 0800 015 0600.

APPRENTICESHIP IN SURVEYING

Summary of Mandatory Outcomes

Level 3 Apprenticeship

Main qualification

Edexcel Level 3 NVQ Diploma in Surveying, Property and Maintenance

Knowledge qualification

BTEC Level 3 Subsidiary Diploma in Construction and the Built Environment (Surveying)

Key/Functional Skills

Level 2 Communications/English
Level 2 Application of Number/Maths

(Apprentices who have GCSE A-C grades may be exempted)

Employment Rights & Responsibilities

Apprentices will be required to complete the Asset Skills Workbook

Personal, Learning and Thinking Skills

Apprentices will be required to complete the Asset Skills Workbook

APPRENTICESHIP IN SURVEYING

This NVQ provides pathways to the following qualifications:

Level 3 NVQ Diploma in Surveying, Property and Maintenance (Maintenance)	88
Level 3 NVQ Diploma in Surveying, Property and Maintenance (Quantity Surveying)	85
Level 3 NVQ Diploma in Surveying, Property and Maintenance (General Practice)	85
Level 3 NVQ Diploma in Surveying, Property and Maintenance (Building Surveying)	87
Level 3 NVQ Diploma in Surveying, Property and Maintenance (Valuation)	89

Compulsory units (Group A):

Manage self and relationships and service standards	10
Manage your own work	8
Ensure that your own actions reduce risks to health and safety	11

Compulsory units (Group B): Learners must complete one of these units

Analyse and evaluate research data and provide information	10
Use technical information systems and information technology	10

Specialist Areas:

C. Maintenance Specialist Area

Compulsory units:

Contribute to assessing of the condition of property	20
Plan, implement and monitor the maintenance of property	17

Optional units:

Collect, analyse and present measured survey data	18
Contribute to the preparation and processing of tender procurement	14
Prepare procurement programmes and schedules of work	14

D. Quantity Surveying Specialist Area

Compulsory units:

Measure and draft bills of quantities	18
Manage contract cost control	16

Optional units:

Collect, analyse and present measured survey data	18
Contribute to the preparation and processing of tender procurement	14
Control income and expenditure	13

E. General Practice Specialist Area

Compulsory units:

Contribute to assessing the condition of property	20
Contribute to and process agreements	14

Optional units:

Collect, analyse and present measured survey data	18
Control income and expenditure	13
Contribute to processing property acquisitions	18

APPRENTICESHIP IN SURVEYING

Contribute to the co-ordination of site preparation and work programme 13

Monitor works 15

Control income and expenditure 13

Manage contract cost control 16

Prepare information relevant to dispute resolution 12

Prepare information relevant to dispute resolution 12

Progress property disposals 16

Contribute to the appraisal and valuation of property 18

Develop and implement property management plan 14

Prepare information relevant to dispute resolution 12

Specialist Areas:

F. Building Surveying Specialist Area

Compulsory units:

Contribute to assessing of the condition of property 20

Monitor works 15

Optional units:

Collect, analyse and present measured survey data 18

Contribute to the preparation and processing of tender procurement 14

Prepare procurement programmes and schedules of work 14

Contribute to the co-ordination of site preparation and work programme 13

Manage contract cost control 16

Plan, implement and monitor the maintenance of property 17

G. Valuation Specialist Area

Compulsory units:

Contribute to assessing of the condition of property 20

Contribute to the appraisal and valuation of property 18

Optional units:

Collect, analyse and present measured survey data 18

Contribute to processing property acquisitions 18

Progress property disposals 16

Contribute to and process property agreements 14

Prepare information relevant to dispute resolution 12

APPRENTICESHIP IN SURVEYING

Edexcel BTEC Level 3 Subsidiary Diploma in Construction and the Built Environment (Surveying)

Learners must achieve a total of 60 credits.

Learners must achieve 20 credits from Optional units A and 20 credits from Optional units B plus a further 20 credits from Optional units A and/or Optional units B.

Optional units Group A:

Health, safety and welfare in Construction and the Built Environment	10
Sustainable Construction	10
Mathematics in Construction and the Built Environment	10
Science and Materials in Construction and the Built Environment	10

Optional units Group B:

Project Management in Construction and the Built Environment	10
Building Technology in Construction	10
Measuring, estimating and tendering processes in Construction and the Built Environment	10
Surveying and Construction in Civil Engineering	10
Setting out processes in Construction and Civil Engineering	10
Building surveying in Construction	10
Mechanical and Electrical Services in Construction	10
Property Valuation in Construction	10
Spatial data techniques in Construction and Civil Engineering	10
Property Law in Construction	10
Geographical information systems in Construction	10
Surveying Technology in Construction and Civil Engineering	10

APPRENTICESHIP IN SURVEYING

Topographic Surveying in Construction and Civil Engineering	10
Conversion and Adaptation of Buildings	10
Tendering and Estimating in Construction	10
Measurement Techniques in Construction	10
Computer-aided Drafting and Design for Construction	10
Building Regulations and Control in Construction	10

A1.4 Kajima Recruitment and Equal Opportunities Policy

RECRUITMENT POLICY

Purpose

The purpose of our recruitment policy is to ensure that we have a consistent, fair and cost effective approach to the way that we recruit and select candidates for Kajima.

The aims of this policy and of the recruitment procedure are to enable selection of the best person for the job, to provide a structured approach to the recruitment process, to ensure consistency is achieved across the group and, to comply with our own Equality & Diversity policy and with recruitment legislation.

Procedure

1. Vacancies may only be filled after a job specification note detailing the reason for the vacancy and person specification has been notified and approval from the senior management has been received. Where the job is to be advertised, the proposed advertisement must be submitted to the Head of Department for approval.
2. Copies of all advertisements (where appropriate) will be placed on internal notice boards or the Intranet together with a note informing existing staff that they are welcome to apply.
3. Staff concerned with recruitment must ensure that they comply fully with the organisation's equal opportunities policy at every stage of the recruitment process.
4. Job adverts should state that we welcome applications from all sections for the community
5. A decision to shortlist, interview or offer employment will be taken without regard to the applicant's gender, racial or ethnic background, religion or belief, sexual orientation, age or (unless justified) disability.
6. All job applications will be acknowledged within two weeks of receipt.
7. External applicants who are invited to an interview must be sent a map showing the location of the interview and an outline of the form of the interview, and appropriate personnel (receptionist and all those who will be attending the interview) must be informed that they are expected.
8. In accordance with the organisation's equal opportunities policy, reasonable adjustments will be made to accommodate the particular needs of any person who has notified the organisation that he or she has a disability within the meaning of the Disability Discrimination Act 1995 at all stages of the recruitment process.
9. Where appropriate, skills tests will form part of the interview. However, psychometric testing will only be used if the test has been validated in relation to the job and is administered and validated by a suitably trained person.
10. Applicants who are not shortlisted must be informed of this fact as soon as possible.
11. When a suitable candidate has been identified, a job offer will be made subject to satisfactory references, proof of qualifications, sight of relevant documentation confirming the individual's right to work in the UK. This is also subject to a CRB check when applicable.
12. Each offer letter must be accompanied by a statement of the terms and conditions of employment relating to that position and a form for the applicant to sign denoting acceptance of the job on those conditions.
13. In the case of internal promotions or transfers, the employee must be sent a letter confirming the variation to his or her terms and conditions. Details of the planned induction should also be sent with this letter, e.g. outlining any training and development, coaching or work shadowing.
14. Once the starting date has been agreed, induction training would be arranged and appropriate departments notified.

15. All job offers will be made on condition that the successful candidate will provide two business references which are satisfactory to us, proof of the right to work in the UK and, where qualifications have been stated to be essential for the successful candidate, has furnished evidence of their compliance with that requirement. Only once these conditions have been met and the employee has successfully completed a probationary period, will the employment be deemed to be permanent.

EQUAL OPPORTUNITIES AND DISCRIMINATION

Equal Opportunity and Dignity at Work Policy

The Company is committed to a policy of equal opportunities for all staff. We will not discriminate on the grounds of gender, gender reassignment, race, age, nationality, ethnic or national origin, marital status, sexual orientation, disability or religion. This encompasses every aspect of our business including recruitment, training, remuneration, access to benefits, career progression or any other employment matter including selection for redundancy and/or dismissal.

The Company is committed to taking all steps necessary to prevent all types of unlawful discrimination in the workplace and take positive action to promote equal opportunities for everyone within or applying to join the Company. Our aim is to select, recruit, train, promote and reward on the basis of merit, competence and performance.

The maintenance of an equal opportunities environment is every employee's responsibility. As a consequence, everyone working for the Company is required to:

- ensure they treat everyone: colleagues and clients, fairly and without bias;
- focus on what people can do rather than on what they cannot;
- recognise, accept and value people's differences and ability;
- not stereotype or generalise about people or groups of people;
- listen and respect everyone's views regardless of their background, sex or experience;
- draw attention to any discriminatory acts or practices; and
- carry out duties at all times with due regard to the Company's equal opportunities policy.

All employees are required to follow this policy. The Company will not tolerate discrimination or harassment, and failure to follow our policy may lead to disciplinary action and, in some cases, dismissal.

If you do not understand what your individual responsibilities are having read this policy or that you consider yourself a victim of discrimination, then speak to your manager in the first instance.

You should read and be familiar with this paragraph, together with the Company's policy on discrimination below.

Discrimination Policy

In accordance with the Company's policy on equal opportunities, the Company will not tolerate or condone discrimination or harassment whether it be based on gender, gender re-assignment, race, age, colour, nationality, ethnic or national origin, marital status, sexual orientation, religion, disability, sex or marital status, part-time status or for any other unlawful reason.

Unlawful discrimination is not permitted in any aspect of employment including (but not limited to) recruitment, selection, promotion, transfer, training, pay and benefits, redundancy, dismissal, and terms and conditions of work. The terms "discrimination", "victimisation" and "harassment" are explained below.

The Company expects all employees and other individuals working for the Company to take personal responsibility for upholding the Company's high standards by treating all job applicants, fellow employees, temporary staff, clients and any other individuals associated with the Company with dignity and respect. This will help to ensure everyone working for, and with the Company, has the opportunity to enjoy a positive, effective and professional workplace free of discrimination.

Appropriate disciplinary action including in the most serious cases dismissal, will be taken against any employee who breaches this policy.

Please be assured that you will not be victimised for bringing a complaint of unlawful discrimination in good faith and the Company will treat any retaliation against you as a serious disciplinary matter.

What is Discrimination?

You need to know that discrimination comes in two forms:

- **Direct discrimination:** where one person is treated less favourably than another because of, for example, their gender or their race; and
- **Indirect discrimination;** the definition differs depending on the alleged discrimination involved but in general, indirect discrimination occurs where an employer has a provision, criterion or practice which the employer applies equally to employees but which puts or would put an individual at a particular disadvantage when compared to others because of a difference in their sex or race or other unlawful reason, which causes that individual to actually suffer that disadvantage and where the employer cannot show its actions are a proportionate means of achieving a legitimate aim (such as business re-organisation or rewarding long service).

Linked to direct and indirect discrimination are two other prohibited forms of activity, that of victimisation and harassment:

- **Victimisation:** where someone is treated less favourably because they have made or are about to bring or support a discrimination claim against the Company or any of its employees.
- **Harassment:** Unwanted conduct on the basis of a prohibited ground (i.e. sex, sexual orientation, disability, race, age, gender reassignment, ethnic or national origins or religion or belief) which has the purpose or effect of violating another person's dignity or creating intimidating hostile, degrading, humiliating or a defensive environment for that person.

You should be aware that the Company will not tolerate any form of discrimination, victimisation or harassment.

You should note that in relation to disability discrimination legislation, broadly speaking, a "disability" covers a long term physical disability or mental impairment which has a substantial and long-term adverse effect on an individual's ability to carry out normal day-to-day activities. The Company is committed to assist disabled staff regardless of the nature of the disability whether it is a physical impairment, a mental one or a clinically well recognised illness. The Company will attempt to make reasonable adjustments as required by law to ensure that an individual can continue to work for the Company.

What is Harassment?

Under the discrimination laws, harassment includes a wider variety of conduct. If your behaviour violates the dignity of another or creates an intimidating, hostile, degrading, humiliating or offensive environment for that person, whether in the workplace, at an employment related social event, on a business trip or on other social occasions linked to work, you can expect the Company to take action to stop the behaviour and deal with it appropriately.

Harassment on any of the prohibited grounds (sex, sexual orientation, race, disability, nationality, ethnic origin, age, gender reassignment, religion or belief) will amount to unlawful discrimination. Harassment can be physical, verbal or non-verbal conduct in the workplace and may or may not be directed at you. Examples include:

- insensitive jokes and pranks;
- unacceptable nicknames and name-calling;

- bullying, assault or intimidation;
- derogatory comments, abuse or gestures, leering, wolf-whistling or staring;
- the display or circulation of offensive material, graffiti, e-mail messages, graphics or objects whether made direct to, or about, a third party;
- offensive or demeaning remarks, or conduct, including comments about appearance or dress;
- unwelcome comments of, e.g. a sexual or racial nature, such as sexual advances, propositions, suggestions or pressure for sexual favours at or outside work when it has been made clear that such suggestions are unwanted or unacceptable;
- unwanted comments relating to disability and/or jokes concerning disability or mimicking disabled people;
- victimisation of a fellow colleague;
- engaging in any form of unwanted verbal, non verbal or physical conduct of a sexual nature; and
- if a sexual approach is rejected, then treating that person less favourably than that person would have treated them had that person not rejected or submitted to that conduct.

One of the problems frequently encountered in the workplace is that a series of small incidents occur which in themselves may seem trivial but, over a period of time, the accumulation of those incidents can cause serious harm on an individual's well-being.

How should you act towards others? As a guide, you should act in a manner that you would like to be treated yourself. If an individual says "no" to any advance or treatment or raises an issue with you about your behaviour, rather than consider it an affront or insulting, accept what that individual says and stop that behaviour. More often than not, that will be the end of the matter.

If you consider an individual's conduct towards you is inappropriate or offensive, you should raise that with the individual immediately. Alternatively, if you feel unable to confront an individual, you should contact your manager or the Human Resources Department in the first instance. If the individual's conduct persists or if the problem is not resolved to your satisfaction, you may want to consider raising a formal grievance in accordance with the procedure. In all situations, please make sure you provide the following information:

- the name of the person who you consider has discriminated against or harassed you or a third party;
- the nature of the discrimination or harassment;
- dates and times when the discrimination or harassment occurred;
- names of witnesses to any instances of discrimination or harassment; and
- any action which you have already taken to stop the discrimination or harassment.