



# Supply Chain Charter

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## Supply Chain Management Process



## Supply Chain Management

At Gilbert-Ash we want to be a partner of choice. We recognize the value of building a strong diverse supply chain by working with like-minded companies that can add value. We aim to build mutually beneficial relationships with our supply chain partners and have developed a process that will encourage engagement and collaboration throughout all stages of our projects.



To find out more about the Gilbert-Ash Supply Chain Management Process email Maria Bradley at [bradley@m@gilbert-ash.com](mailto:bradley@m@gilbert-ash.com)



ONE

## Supply Chain Charter Policy Statement

Welcome to Gilbert-Ash. If you are already a member of our supply chain I would like to thank you for your continued support and cooperation. If you are a new supplier who is interested in working with us then I encourage you to read our Supply Chain charter and complete our approval process.

Our Supply Chain Charter sets out what we expect from our supply chain members, and in turn what our supply chain members can expect from us. It outlines our core company values that are central to the business and aims to develop long-term collaborative relationships. We believe that by developing these relationships we can continue to exceed our customer expectations and achieve the highest possible standard across all of the projects we undertake.

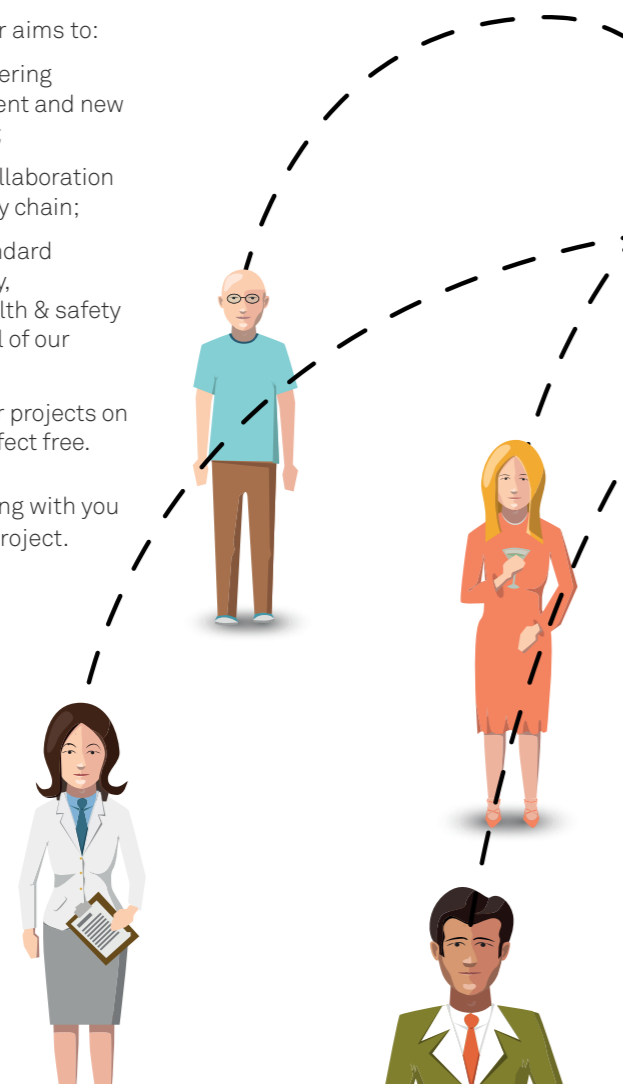
Our Supply Chain Charter aims to:

- Develop effective partnering relationships with current and new supply chain members;
- Promote a culture of collaboration across our entire supply chain;
- Deliver the highest standard of sustainability, quality, environmental and health & safety management across all of our projects;
- Successfully deliver our projects on time, on budget and defect free.

We look forward to working with you on a future Gilbert-Ash project.

**Ray Hutchinson**  
MANAGING DIRECTOR

Through this Charter we will not only strengthen the relationships with our existing supply chain members, but also develop new relationships with like-minded companies that will ultimately improve our overall company performance adding real value to our clients and our business.



TWO

## What we expect from our supply chain members

OUR EXPECTATIONS

### Sustainability

Gilbert-Ash understand the importance of becoming a more sustainable business and therefore we expect our supply chain members to support us in achieving this goal. We have partnered with Business in the Community to implement the CORE Responsible Business Standard to ensure we operate our company in a responsible and ethical manner.

We acknowledge our responsibility in working to achieve an equal balance by protecting and when possible enhancing the natural environment. This will ensure we have a positive impact on the communities in which we work, while continuing to profit financially. We now believe that by achieving this "Triple Bottom Line" we will improve our overall performance while ensuring we secure our place within future business.

We therefore expect our supply chain members to support us in delivering the following CORE principles across our business and projects:

- Marketplace responsibility
- Stakeholder engagement
- Responsible leadership & compliance
- People development
- Resource efficiency
- Energy & transport
- Biodiversity & lifestyle
- Community engagement

Gilbert-Ash has developed policies and procedures to ensure the CORE principles are integrated into all aspects of the business. We therefore require all of our supply chain members to ensure they familiarise themselves with our policies and procedures and commit to working with us to achieve our goal of delivering more sustainable projects and therefore becoming a more sustainable contractor. We consider this a two way process and therefore welcome suggestions and / or innovative ideas from our supply chain members to improve our sustainable practices. Please get in touch for more information on the CORE Responsible Business Standard.

Gilbert-Ash has developed policies and procedures to ensure the core principles are integrated into all aspects of the business. We therefore require all of our supply chain members to ensure they familiarise themselves with our policies and procedures and commit to working with us to achieve our goal of delivering more sustainable projects and therefore becoming a more sustainable contractor.



OUR EXPECTATIONS  
**Health & Safety**

The health, safety and welfare of our employees, supply chain and indeed all stakeholders affected by our operations are considered of critical importance to Gilbert-Ash. We are therefore committed to maintaining and improving our health & safety performance ensuring it remains high on our corporate agenda. We have launched our “Don’t Walk By” campaign with the aim to achieving zero incidents. The following outlines our expectations with regards the health and safety performance of our supply chain members.

Gilbert-Ash aim to achieve zero incidents on all projects and therefore heavily rely on our supply chain member’s performance to ensure we meet this goal.

Commitment & Discipline



1

We require a commitment to achieving our goal of our destination of zero incidents. We expect a zero tolerance approach to poor practice and / or unsafe behaviour of your employees



2

We expect you to allocate adequate resources to ensure the health & safety of your workforce to carry out works safely



3

We expect you to adhere to the Gilbert-Ash health & safety policy and procedures at all times. This includes a commitment to our “Don’t Walk By” campaign

Competence



1

We require you to demonstrate overall competency through our supply chain approval prequalification process



2

We expect you to allocate competent supervision of works being carried out



3

We expect all personnel to be competent with the required training criteria as outlined in our prequalification questionnaire



4

We expect you to assess and demonstrate the competence of your contractors before subcontracting out any works



5

We expect you to continually develop and improve the health & safety performance of your employees through training

Communication, Consultation & Participation



1

We expect you to co-ordinate all works with our site teams and other supply chain members to ensure works are completed safely



2

We expect you to communicate all site requirements to your personnel



3

We expect you to inform your personnel of any changes to your method of works and agree a new method before commencing



4

We expect you to ensure all permissions (i.e. permits) are sought prior to work being completed



5

We expect your attendance at all site meetings when applicable



6

Gilbert-Ash prides itself on its proactive approach to health & safety. Therefore we expect all site personnel to commit to the Gilbert-Ash “Don’t Walk By” campaign



7

We expect you to promote safe working and lead by example



8

We operate an open door policy at all times and therefore welcome any suggestions regarding how we might improve our overall health & safety performance



OUR EXPECTATIONS  
**Quality Management**

Gilbert-Ash is committed to ensuring that all of our projects are delivered to the highest standard possible. To ensure quality is maintained at all times, Gilbert-Ash has developed and implemented ISO9001 Quality Management System (QMS) which is third party accredited. Therefore all activities considered critical to the successful delivery of the specified quality are controlled using our written quality management procedures. Gilbert-Ash is committed to complying with the requirements of our QMS and indeed the clauses within the international standard. This requires the full cooperation and support of our supply chain members. The following outlines our expectations with regards quality management across all of our projects.

Gilbert-Ash is committed to ensuring that all of our projects are delivered to the highest standard possible. To ensure quality is maintained at all times, Gilbert-Ash has developed and implemented ISO9001 quality management system (QMS) which is third party accredited.

**Prequalification & approval**

All sub-contractors looking to work with us must first complete our prequalification questionnaire so we can determine the level of competency and experience. We expect accurate and reliable information from our supply chain members to ensure this process is completed adequately. Once completed and if successful you will be added to our Approved List of Suppliers.

**Annual Review**

To ensure we maintain an up to date register of approved suppliers, we require you to complete an annual health check and forward any new documents (i.e. certificates) to replace any that might have expired.

**Quality Assurance (QA) Control**

-  All project quality plans must be kept up to date at all times
-  You must be familiar with and adhere to our quality control procedures
-  We require you to provide us with your quality assurance process upon receipt of an order for work detailing how you will demonstrate that all works have been checked and meet the required specification prior to handover
-  We expect all works to be carried out to the highest standard with the overall aim of achieving zero defects
-  Any snags / defects must be dealt with effectively and efficiently so as not to impact upon the completion and handover of the project
-  All non-conformances must be reported immediately and any corrective and / or preventative action assigned to you must be completed within the timescales specified

**Project Review**

We review the performance of our supply chain with regards quality management throughout a project and at the Post Contract Review.

A rating based on performance is agreed and then added to other projects you might also be working on, so we get an overview of your overall performance working on Gilbert-Ash projects.

Feedback on individual performance can be obtained from the Quality Manager at any time.



OUR EXPECTATIONS

**Environment**

Gilbert-Ash respects the natural environment and understands the intrinsic relationship it has with our business operations. We seek to work with like-minded supply chain partners who will help us to deliver our core ethos of protecting, preserving and enhancing the environment. We are on a journey to achieve the goals outlined within our Sustainability Strategy including resource efficiency, carbon emissions and use of natural resources. We therefore require supply chain partners that are passionate and committed to delivering and achieving our challenging goals.

The following process outlines what we expect from our supply chain with regards environmental management:

We seek to work with like-minded supply chain partners that will help us to deliver our core ethos of protecting, preserving and enhancing the environment.



OUR EXPECTATIONS

**Monitoring, Measuring & Reporting**

We monitor, measure and report on all aspects of performance across all projects. We therefore require all subcontractors and suppliers to assist us with this by providing evidence of performance. This information is used to report on our quality, environmental and health, safety and wellbeing performance. It also assists with reporting on BREEAM, Considerate Constructors Scheme and many other legal and contract requirements. When issued an order from Gilbert-Ash, please check the terms and conditions and familiarize yourself with our reporting requirements.

OUR EXPECTATIONS  
**Compliance**

We require confirmation from our supply chain that they commit to complying with:

All suppliers must provide confirmation that their employees are legally entitled to work in the uk.

**1** Gilbert-Ash integrated management system policies and procedures



**2** Applicable legislation



**3** Contract requirements



**4** Dealing with all instructions from the project team as effectively and efficiently as possible

**5** Client requirements



## Prequalification & approval

All suppliers must provide confirmation that their employees are legally entitled to work in the UK. We therefore require evidence of what checks have been carried out and what documentation is inspected to ensure compliance with all applicable legislation including the Modern Slavery Act.

In accordance with data protection and the new General Data Protection Regulation (GDPR), we ask that all suppliers confirm that Gilbert-Ash can retain their company information once added to our approved list of suppliers.

We will issue a request for information prior to your company being added to our approved list of contractors.



### THREE

## Performance Ratings

All subcontractors working on a Gilbert-Ash project are performance managed using our rating system. Our performance ratings are based on four criteria:

- Health, Safety & Environment
- Quality assurance
- Programme delivery
- Commercial

Each subcontractor will receive an overall percentage score based on a set of questions that are completed by our contracts managers and contracts surveyors. Any performance issues will be discussed between the contracts manager and subcontractor.

We use the subcontractor performance ratings to complete trend analysis and identify opportunities for business improvement. Trends include:

- Specific work packages / trades
- Project teams
- Geographic locations
- Workload
- Work flow
- Training requirements



### FOUR

## Performance Management

Gilbert-Ash operates a yellow and red card system for subcontractor performance. A yellow card is issued to highlight an issue that must be dealt with. The subcontractor will receive details of the issue and a timescale to improve performance. The Contracts Manager will engage with the subcontractor throughout to ensure any performance issues are resolved.

Two yellow cards issued during a six-month period will result in a red card being issued. Once a red card is issued the Surveying Director is notified. He will then liaise with the contracts manager and subcontractor to discuss performance and what action is required. If the action is not carried out this may lead to dismissal and the subcontractor being removed from our approved list of suppliers.



## What you can expect from partnering with Gilbert-Ash

Gilbert-Ash is committed to continually developing and improving our supply chain. We value the quality of workmanship and level of expertise that we can offer our customers as a result of our strong and dedicated supply chain. We aim to continue to develop our existing supply chain members while identifying and

approving other like-minded companies that add further value to the service we offer our clients. Our reputation is based upon the quality of our projects and therefore the quality of our supply chain goes hand in hand. We therefore want a collaborative relationship with all of our supply chain members.

We aim to continue to develop our existing supply chain members while identifying and approving other likeminded companies that add further value to the service we offer our clients.

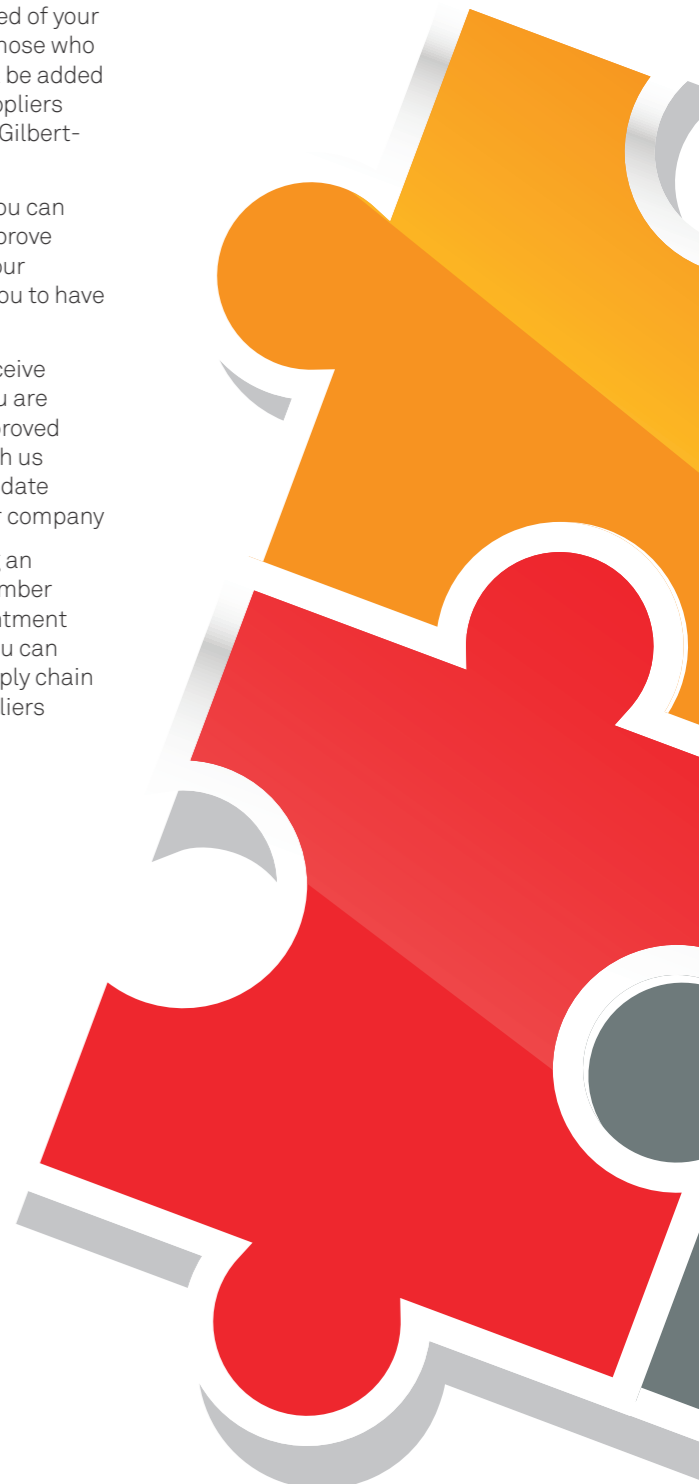
### You can expect

 <p>The opportunity to work with a world-class award winning team on a wide range of high profile and exciting projects</p>	 <p>Fair and transparent payment practices for our supply chain members</p>	 <p>A high standard of Professionalism from the Gilbert-Ash team</p>	 <p>An open &amp; collaborative approach to projects between all stakeholders, to ensure that we deliver projects that meet and exceed our customers expectations</p>
 <p>On-going training and development opportunities in relation to health, safety, environmental and quality management</p>	 <p>An open door policy that welcomes ideas and suggestions for improving our delivery of projects</p>	 <p>Open and honest feedback regarding your on-going performance</p>	 <p>An opportunity to take a fresh perspective on building by working with Gilbert-Ash</p>

## How to join our team

### Below is a simple guide to becoming an approved supply chain member with Gilbert-Ash.

1. Visit the Suppliers section of the Gilbert-Ash website [www.gilbert-ash.com](http://www.gilbert-ash.com) and download a copy of this Supply Chain Charter
2. Complete and submit the online pre-assessment form answering the questions as accurately as possible
3. Once submitted your pre assessment form will be reviewed by a member of the Gilbert-Ash team to determine your preassessment approval status
4. If you meet the preassessment requirements you will be added to our system as Pre-Approved and therefore visible to our procurement teams (Note: Pre-Approval status does not guarantee that you will be contacted by our procurement teams). If you do not meet the requirements at this stage you will be unable to proceed with the approval process at this time
5. All suppliers must be fully approved prior to appointment to a Gilbert-Ash project. Therefore prior to appointment, you will be asked to provide supporting documentation to confirm the information provided during the pre-assessment is correct. Failure to supply the supporting documentation will result in the removal of your pre-approval status
6. Once all supporting documentation has been reviewed by the Gilbert-Ash team you will be notified of your full approval status. Only those who become fully approved will be added to our Approved List of Suppliers and can be appointed to a Gilbert-Ash project
7. If unsuccessful this time, you can take the opportunity to improve upon those areas within your business that we require you to have in place, and then reapply
8. Once approved, you will receive formal notification that you are now on our Register of Approved Supplier. Keep in touch with us to ensure we hold all up to date information regarding your company
9. Please note that becoming an approved supply chain member does not guarantee appointment to a Gilbert-Ash project. You can keep up to date on our supply chain opportunities via the Suppliers section of our website.



## Appendix

- Health & Safety Policy
- Quality Policy
- Environment Policy
- Sustainable Procurement Policy
- Corporate Social Responsibility Policy
- Dignity At Work Policy
- Alcohol & Drugs Policy
- Equality & Diversity Policy
- Modern Slavery Act
- Recruitment & Selection Policy
- Grievance Policy & Procedure

# Health, Safety & Welfare Policy Statement

The Board of Directors have developed this policy and it is the responsibility of all Directors, Managers and Supervisory Staff to apply the policy to the Company's operations.

The company Safety, Health and Environmental Manager will be responsible for the overall implementation of the Health & Safety Management System and advising the company at all levels on safety matters.

Gilbert-Ash is committed to fulfilling all obligations under the following acts or orders:

- UK Health and Safety at Work Act 1974
- Health and Safety at Work Order (Northern Ireland) 1978
- Safety, Health and Welfare at Work Act 2005 (R.O.I.) and subordinate legislation
- Managing Health & Safety at Work Regulations (UK & N.I.)
- Safety Health and Welfare at Work (General application) Regulation 2007 to 2016 (R.O.I.)

Continuous improvement is integral to the Company's Health and Safety Management System in compliance with ISO 45001 and Safe-T-Cert.

Gilbert-Ash is fully committed to achieving the highest standards of occupational health, safety and welfare in respect of its own employees, contractors working on its property or construction projects, visitors and members of the community who may be affected by its activities.

In acknowledging its responsibility Gilbert-Ash:

- Supports the concept of consultation with its staff & supply chain on occupational health and safety matters and has established a Safety Committee and Health & Wellbeing Group to provide a forum for such consultation
- Ensures identification of hazards and provides adequate control of the health and safety risks arising from its operations to prevent accidents and cases of work-related ill health
- Ensures safe handling and use of substances hazardous to health
- Provides adequate resources to meet our policy requirements in relation to:
  - the maintenance of safe plant and equipment
  - the provision of information, instruction and supervision for employees
  - the provision of adequate training to all employees to ensure their competence in carrying out their tasks in accordance with CSR / CSCS requirements.
  - the provision of a well maintained, safe and healthy working environment

It is the duty of all employees and sub-contractors to take reasonable care of their own health and safety and that of others in carrying out their jobs and to comply with all health and safety instructions.

The successful management of health, safety and welfare is a key management objective and can only be achieved with the commitment and complete support of every employee.

**The policy is fully supported by senior management and it will be monitored and reviewed annually. It is displayed and communicated to all employees and to interested parties, on request.**

# Quality Policy

Gilbert-Ash is committed to providing the highest quality of service and work to all of its customers, and to achieve this goal, it is the established policy of the Company to operate a Quality Management System, which meets the requirements of BS EN ISO 9001. The Company carries out building, design and build and civil engineering projects across the UK. The quality system, policy and objectives are reviewed at the management review to ensure continued suitability to the quality standard and company procedures.

We have incorporated our Integrated Management System into our business strategy considering all business risks, opportunities, interested parties and their compliance.

The Quality Manager has been appointed by the Managing Director, and full authority has been delegated to her to fulfill the day to day operations of the quality system.

The effectiveness of the quality system is monitored through internal audits, management reviews, control of corrective and preventive actions and customer satisfaction.

All employees of the Company have been made fully aware of this policy statement, and are required to provide excellence in all that they do. The Company will not knowingly settle for less than exact performance in all that it does, and will insist that immediate action be taken to control any system deficiencies, which prevent it from achieving such performance levels. All employees are fully involved with the quality system and are encouraged to:

- Understand and satisfy the quality expectations of our customers.
- Help improve our quality procedures through suggestion and involvement
- Assist in the quality training of other employees

**The policy is fully supported by senior management and it will be monitored and reviewed annually. It is displayed and communicated to all employees and to interested parties, on request.**

## Environmental Policy

Gilbert-Ash is fully committed to operating its business in a sustainable manner and we believe that practical concern for the environment is an integral and fundamental part of our activities and that of our clients.

We endeavour to achieve this through the implementation of an environmental management system, in accordance with the requirements of BS EN ISO 14001:2015. This is the mechanism through which we set, review and implement the expectations and requirements of interested parties including all compliance obligations.

We are committed to promoting continual improvement of our environmental performance and we are dedicated to:

- The prevention of pollution through the design and implementation of our projects
- Making changes to reduce the environmental impact created by the energy we consume
- Seeking to reduce our usage of water by monitoring and recording and encouraging the recycling of grey water on our products
- Minimising waste by evaluating our operations and ensuring they are effective through pro-active early engagement with clients and designers
- Promoting recycling both internally and externally amongst our clients and sub-contractors
- Responsibly sourcing materials
- Recording and monitoring business mileage – encouraging the use of car sharing and video conferencing and using diesel only cars whilst integrating environmental specifications into the company car fleet;
- Monitoring, measuring and reporting of environmental performance is completed using SustainIQ software.

We seek to meet or exceed pertinent environmental legislation and regulations concerning our activities whilst delivering quality products and service efficiently, cost effectively and with the minimum disruption to the environment.

We strive to commit to the protection of the environment, including prevention of pollution and other specific commitments relevant to the context of the organisation.

We aim to limit our impact on the environment from our construction and associated processes along with our supply chain by using appropriate techniques based on professional advice and close liaison with relevant authorities and agencies.

**The policy is fully supported by senior management and will be monitored and reviewed annually.**

## Sustainable Procurement Policy

Gilbert-Ash has developed this Sustainable Procurement Policy to address the objective to “promote procurement practices and policies which contribute to the Company’s priorities on equality, sustainability and regeneration”.

The company objectives:

- Minimise the consumption of non-renewable resources;
- Prevent waste;
- Maximise re-use and recycling;
- Use goods and services which are least harmful to the environment and human development;
- Achieve and promote best practice with respect to purchasing and sustainable development.

In order to achieve this, the Company will:

- Reduce the purchasing of new products by preventing waste and promoting resource efficiency;
- Consider value for money in terms of durability, running costs, maintenance and disposal costs rather than simply the initial purchase price; (Life cycle costing)
- Specify products which are made of recycled materials; can be recycled or re-used; can be operated in an energy and resource efficient manner and provide the Best Practicable Environmental Option (BPEO);
- Promote the use of locally produced goods and services;
- Procure sustainable and responsibly sourced products and materials;
- Continually review purchases and contracts specifications with the intention of reducing the environmental impact of direct and indirect purchases;
- Include environmental considerations within our assessment of suppliers and contractors and their products, and work together with suppliers and contractors to improve environmental performance;
- Raise staff awareness about environment and development issues relating to purchasing through the provision of appropriate information and ongoing training;
- Meet relevant statutory requirements and help set the standards for best environmental purchasing practice;
- Share experiences with others and promote good practice with respect to purchasing and sustainable development.

**The policy is fully supported by senior management and it will be monitored and reviewed annually. It is displayed and communicated to all employees and to interested parties, on request.**

## Corporate Social Responsibility Policy

Gilbert-Ash has a long-established commitment to Corporate Social Responsibility, and as such we have placed sustainable business improvement at the centre of our Company’s strategy. Proactively evolving our business model to build a more resource efficient and sustainable Company of the future.

Our Corporate Social Responsibility strategy assists in encouraging continuing exchanges of good practice and we are aware that the success of our business is based on how we approach our customers, stakeholders and the communities in which we operate.

In line with our Company’s values of Integrity, Respect, Fairness and Reliability which sit at the heart of everything we do, our commitment to Corporate Social Responsibility focuses on four identified themes.

- Safety - Fully committed to achieving the highest standards of occupational health, safety and welfare in respect of employees, contractors, visitors and members of the community who may be affected by our activities
- Health & Wellbeing - Including organisation of work, workplace culture and health improvement opportunities. Committed to providing a healthy working environment and improving the quality of working lives for all our staff.
- Environmental Performance – Committed to designing and constructing sustainable buildings, with efficient use of resources, driving out waste and protecting and enhancing our natural heritage.
- Community – Committed to maximising where possible the impact we can have on the communities we work in by partnering with a range of organisations in the employment, education, voluntary and public sector. Striving to engage and nurture young talent as well as championing women in our industry.

We work collaboratively with our supply chain partners and have a supply chain charter in place.

Gilbert-Ash is an equal opportunities employer and we have created a working environment where employees are treated fairly and each employee feels respected and able to give of their best in line with our Equality & Diversity and Recruitment Policy.

We are fully committed to operating our business in a sustainable manner, using resources effectively and conducting our business without compromising the needs of future generations.

We are dedicated, where possible, to working with the communities where our projects are based and at all times, to providing a safe working environment.

**This policy is fully supported by senior management and it will be monitored and reviewed annually.**

## Dignity At Work

Gilbert-Ash is committed to providing the highest quality of service and work to all of its customers, and to achieve this goal, it is the established policy of the Company to operate a Quality Management System, which meets the requirements of BS EN ISO 9001. The Company carries out building, design and build and civil engineering projects across the UK. The quality system, policy and objectives are reviewed at the management review to ensure continued suitability to the quality standard and company procedures.

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The effectiveness of the quality system is monitored through internal audits, management reviews, control of corrective and preventive actions and customer satisfaction.

All employees of the Company have been made fully aware of this policy statement, and are required to provide excellence in all that they do. The Company will not knowingly settle for less than exact performance in all that it does, and will insist that immediate action be taken to control any system deficiencies, which prevent it from achieving such performance levels. All employees are fully involved with the quality system and are encouraged to:

- Understand and satisfy the quality expectations of our customers.
- Help improve our quality procedures through suggestion and involvement
- Assist in the quality training of other employees

**The policy is fully supported by senior management and it will be monitored and reviewed annually. It is displayed and communicated to all employees and to interested parties, on request.**



# Alcohol & Drugs Policy

Gilbert-Ash aims as a business to act as a good employer and to conduct its business activities in a way which will achieve the highest possible standard of health and safety for its employees, visitors and members of the public.

This Workplace Alcohol and Drugs Policy aims to contribute to a safe, healthy and productive work environment by:

- Preventing drugs and alcohol problems through awareness raising
- Identifying problems at the earliest stage
- Offering support to those who have a problem.

The policy applies equally to all staff including all levels of management.

The policy is fully supported by senior management and it will be monitored and reviewed annually.

## Rules

- Employees must not use, possess, conceal, transport, promote or sell prohibited substances whilst on company premises, in company vehicles, on client premises or at the work site.
- Employees must not report for work under the influence of prohibited substances.
- Employees must not consume alcohol in the office or on site except on approved occasions.
- Employees may be required to participate in random drug testing.

## Definitions

**'Under the influence'** means that there is a sufficient amount of the substance in the employee's system to produce a positive result from a medical test or breathalyser unit and/or that the employee shows erratic abnormal behaviour likely to pose a risk to others or to interfere with their job performance.

**Prohibited substances** include the use of illegal drugs, misuse of legal drugs or other substances such as solvents or alcohol.

**Company premises** means all property owned, operated, leased by or otherwise under the control (in whole or part) of the Company.

## Establishing the problem

Managers should be aware that the misuse of drugs, alcohol, or solvents by employees may come to light in various ways. The following characteristics, especially when arising in combinations, may indicate the presence of a substance problem.

### Absenteeism

- Instances of unauthorised leave
- Frequent Friday/Monday absences
- Leaving work early
- Lateness (especially on returning from lunch)
- Excessive level of sickness absence
- Strange and increasingly suspicious reasons for absence
- Unusually high level of sickness for colds, flu, stomach upsets
- Unscheduled short-term absences, with or without explanation

### High Accident Level

- At work
- Elsewhere e.g. driving, at home

### Work Performance

- Difficulty in concentration
- Work requires increased effort
- Individual tasks take more time
- Problems with remembering instructions or own mistakes

### Mood Swings

- Irritability
- Depression
- General confusion

### Misconduct

An employee's substance problem may come to light as a mitigating factor in a disciplinary interview. It may be treated as a mitigating factor for certain 'less serious' disciplinary offences, such as poor timekeeping to lateness, provided the person is prepared to undergo treatment.

### Self Referral

In some instances, employees may come forward voluntarily and seek help themselves.

### Random Drug Testing

The Company operates a programme of random drug testing.

## Manager's responsibility

A Manager who suspects one of their employees of having a substance abuse problem must discuss the matter with the Company's H.R. Manager.

The Manager will then discuss the matter with the employee and try to establish the cause of the problem (although it must be pointed out that individuals with drugs or alcohol problems will often go to great lengths to conceal the situation).

The employee will be reminded or informed of the assistance the Company is prepared to give employees who are trying to overcome an alcohol or drugs problem and should be informed of outside agencies where help can be obtained.

The employee will be informed that the Company requires his or her performance to be improved to an acceptable standard and that failure to achieve this may result in dismissal. The Manager (having consulted with the H.R. Manager) should agree with the employee what follow-up action is to be taken. Where it is established that alcohol or drugs is or could be a problem, an appointment should be arranged with the Company Occupational Health Advisor.

If the employee denies that either alcohol or drugs are the cause of the problem (whether believed or not) he or she should be treated as for any other disciplinary/capability problem, whichever is judged as appropriate by the Manager and H.R. Manager.

However, if there are strong signs that the employee's unsatisfactory performance is drug or alcohol related and he or she will not admit or acknowledge this, further encouragement will be given at all stages of the disciplinary/capability procedure to face up to the true underlying problem.

## Treatment and assistance

Where an employee acknowledges that they have a problem and are given help this will be on the understanding that:

The Company will give employees, assessed as having a substance abuse problem, reasonable time off for treatment.

Every effort will be made to ensure that on completion of the recovery programme employees are able to return to the same or equivalent work.

However, where such a return would jeopardise either a satisfactory level of job performance or the employee's recovery, the appropriate Director will review the full circumstances surrounding the case and agree a course

of action to be taken. This may include the offer of suitable alternative employment, or the consideration of retirement on the grounds of ill health or dismissal. (Before a decision on dismissal is made, it will be discussed with the employee and an up-to-date medical opinion obtained).

Where an employee, having received treatment, suffers a relapse, the Company will consider the case on its individual merits. Medical advice will be sought in an attempt to ascertain how much more treatment/rehabilitation time is likely to be required for a full recovery. At the Company's entire discretion, more treatment or rehabilitation time may be given in order to help the employee to recover fully.

If, after the employee has received treatment, recovery seems unlikely, the Company may be unable to wait for the employee any longer. In such cases, dismissal may result but in most cases a clear warning will be given to the employee beforehand and a full medical investigation will have been undertaken.

## Education and training

The Company will provide health education initiatives to raise awareness of the policy and the risks associated.



# Equality & Diversity Policy

Gilbert-Ash is committed to eliminating discrimination and encouraging diversity amongst our workforce. Our aim is that our workplace will be truly representative of all sections of society and each employee feels respected and able to give of their best.

To that end, it is our policy to provide equality and fairness for all in our employment and not to discriminate on grounds of gender or gender re-assignment, marital or civil partnership status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, religious belief, political opinion or age. We are opposed to all forms of unlawful and unfair discrimination. Under the following act which applies to GB, Equality Act 2010 or for those employees based in NI, the Fair Employment and Treatment (NI) Order 1998.

All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped or encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the Company. We recognise that equality in the workplace is good management practice and makes sound business sense.

We are committed to:

- promoting equality of opportunity for all employees
- creating an environment in which individual differences and the contributions of all our staff are recognised and valued
- promoting a good and harmonious working environment in which all persons are treated with respect and dignity. No form of intimidation, bullying or harassment will be tolerated
- ensuring that appropriate training, development and progression opportunities are available to all staff
- reviewing our employment practices and procedures to ensure fairness
- treating breaches of our Equality & Diversity Policy as misconduct which could lead to disciplinary proceedings
- preventing occurrences of unlawful discrimination, harassment and victimisation
- fulfilling our legal obligations under equality legislation

In implementing this policy we shall:

- communicate this policy with employees
- incorporate specific and appropriate duties in respect of implementing this policy into job descriptions and work objectives
- provide equality training and guidance as appropriate

- obtain commitment from other persons or companies such as sub-contractors that they too will comply with the policy in their dealings with our company and workforce
- ensure adequate resources are made available to fulfil the objectives of the policy

We also refer employees to our Grievance Policy for further information if they believe they have suffered any form of discrimination, harassment or victimisation.

**This policy is fully supported by senior management and it will be monitored and reviewed annually.**

**Clarification of any point in this procedure may be obtained from your Manager or from the Human Resources Department.**

# Modern Slavery Act Statement

Gilbert-Ash Limited is committed to ensuring that modern slavery and / or human trafficking is not taking place within our business or across our supply chain. We have therefore developed controls to ensure we take appropriate action whenever any concerns are raised from either within or outside of our business.

Our Human Resources Department have a comprehensive and transparent recruitment process that includes stringent vetting for all candidates together with an internal audit process for approved recruitment agencies.

Our supply chain charter outlines our expectations with regards to compliance and all partners are signed up to the charter on approval. As part of our procedure to identify and mitigate associated risk, we aim to build strong professional relationships with our supply chain partners and we encourage full compliance with the charter.

Being aware of the risk of modern slavery in construction, the majority of which for us is through our supply chain, we actively encourage the reporting of concerns whilst also committing to protection for all whistle blowers and those who wish to raise a grievance.

With the collaboration of one of our clients we have completed a 4 pillar SMETA Audit and we are a registered SEDEX member. This has resulted in a review of our supply chain management, the delivery of awareness/good practice sessions to staff and supply chain members and the establishment of a regular internal audit process which we hope will have an impact in reducing modern slavery in construction. We recognise that continual improvement on compliance / observations raised in the SMETA Audit will be achieved through working in partnership with our supply chain.

We have a zero tolerance to slavery and human trafficking, and we expect all those within our supply chain to comply with our values in this respect.

We provide training to relevant employees, including our board of directors, to ensure high level of understanding of the risks associated with modern slavery and human trafficking within our business and across our supply chain.

**This policy statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes the Slavery and Human Trafficking Statement for the financial year ending 2019. It has been approved by our Managing Director and is communicated to all employees and supply chain. It has been published on our website and will be regularly reviewed to ensure its on going suitability to meet the needs of the business.**

# Recruitment & Selection Policy

The aim of this policy is to ensure that we select the most suitable candidate for the role, the application of this policy is for both internal and external applicants. The objective is that the recruitment process is free from bias and discrimination and that employees are rewarded on the basis of their relevant merits and abilities and that no employee or prospective candidate is unfairly treated on any grounds including:

Race, Religious Beliefs, Sex or Sexual Orientation, Marital Status, Age, Political Opinion, Gender Re-assignment, Pregnancy or Maternity, Disability or disclosure of any criminal convictions. (Rehabilitation of Offenders Act 1974, Rehabilitation of Offenders (NI) Order 1978)

Gilbert-Ash will achieve the aims of this Policy by ensuring that:

- Vacancies reach as wide a pool of applicants as possible
- There are clear job descriptions and specifications
- Procedure for recruitment and selection for appointment or promotion is followed by all staff
- Verification of convictions through ACCESS NI enhanced check (if post falls within the definition of an "excepted" position as provided by the Rehabilitation of Offenders (Exceptions) Order (NI) 1979). For criminal record checks the equivalent body for England and Wales is DBS and Disclosure Scotland for Scotland
- Regular monitoring, reviewing and updating of the policy and procedures

Responsibility for advising, developing, implementing and monitoring the policy lies with the Company's Human Resources Department.

If any employee or prospective applicant feels that he/she has been unfairly treated in relation to the Recruitment and Selection Policy or Procedures, he/she raise make a complaint with the H.R. department.

**The policy is fully supported by senior management and it will be monitored and reviewed annually.**

**Clarification of any point in this procedure may be obtained from your Manager or from the Human Resources Department.**

# Grievance Policy & Procedure

The objective of this procedure is to provide employee's (or ex-employee) who have a grievance, with the opportunity to have it examined quickly and effectively and where a grievance is deemed to exist, to have it resolved if possible, at the earliest practicable moment and at first level of management. A grievance can be a concern you have about a work related problem or how you have been treated by a co-worker. Ideally, employees should initially raise any grievance informally with their Manager, with a view to finding solutions. Where an employee chooses to raise matters informally, the formal procedure as outlined hereunder does not apply.

This procedure does not form part of any employee's contract of employment and it may be amended at any time. We may also vary this procedure, including any time limits, as appropriate in any case.

The company may offer mediation as a form of resolution to employees which will be reviewed on a case by case basis depending on the issues raised.

## Formal procedure

This procedure has been drawn up to establish the appropriate steps which must be followed when formally pursuing and dealing with a grievance in line with best practice.

The Company will endeavour to ensure that:

- All steps under the procedure are taken without unreasonable delay
- The timing and location of all hearings are reasonable
- Hearings are conducted in a manner which enables employees to explain their grievance
- As far as is reasonably practicable, appeal hearings will be conducted by the Managing Director.

Should you wish to raise a formal grievance regarding your employment you must do so in writing explaining the nature and details of your grievance to your Manager (where your grievance is against your Manager you should put your grievance in writing to the H.R. Manager). This written explanation should include:

- the nature of your complaint,
- relevant facts, dates and
- names of any individuals involved.

Prior to the hearing of the grievance, you must also provide particulars on the basis of the grievance.

Your Manager will subsequently arrange a hearing with you, where possible within 5 working days from the time both the written statement and the particulars on the basis for the grievance are provided and attempt to resolve the issue. You must take all reasonable steps to attend the hearing. You will be advised of your right of accompaniment to the meeting.

Where a grievance contains an allegation of harassment, bullying or other misconduct against another person you will be informed that the person has a right to a fair hearing, including the opportunity to defend the allegation.

## Investigations

It may be necessary for us to carry out an investigation into your grievance. The nature of any investigation required will depend on the allegations as set out in your written grievance and will vary from case to case. It may involve interviewing and taking statements from you and any witnesses, and/or reviewing relevant documents. The investigation may be carried out by your Manager or the Company will appoint an appropriate alternative.

You must co-operate fully and promptly in any investigation. This may include informing us of the names of any relevant witnesses, disclosing any relevant documents to us and attending interviews, as part of our investigation. All witnesses who give information will do so privately, which will be treated as confidential.

We will initiate an investigation before holding a grievance meeting where we consider this appropriate. In other cases, we may hold a grievance meeting before deciding what investigation (if any) to carry out. In those cases, we will hold a further grievance meeting with you after our investigation and before we reach a decision. Depending on the complexity of the investigation, this may affect the time frame for arranging meetings.

Should it become apparent that the grievance raised was done so under malice, was vexatious or false then that employee will be subject to the Disciplinary Procedure.

## Meeting with the other party

If a grievance is raised which concerns an allegation of harassment, bullying or other misconduct against another employee, following the meeting with the aggrieved employee the manager will meet with the other person

- outline the nature of the allegation that has been made
- confirm to the individual that it is being handled as a formal grievance
- give the individual the opportunity to answer the allegation
- inform the individual that the matter will be investigated further
- inform the individual of the next steps under both the grievance and disciplinary procedures and the possible disciplinary action that may be taken should the allegation be proved

## Making a decision

Having obtained all of the relevant information in relation to your written grievance the appointed manager will consider whether the facts support the grievance and if so what disciplinary action if any, needs to be taken.

Your Manager will provide a decision on the grievance as soon as possible usually within 10 working days from the date of the hearing however this may not always be possible, but the Company will endeavour to provide a decision to you as soon as reasonably practicable. You will be informed of your right of appeal against this decision.

## Grievance in respect of disciplinary action

If you have a grievance relating to any disciplinary action or a dismissal, you should follow the Company's disciplinary procedure.

If you wish to raise a complaint of bullying and/or harassment, you should use this grievance procedure.

## Right to be accompanied

Employees have the right to be accompanied by a single companion who is either a work colleague or trade union official. The employee's representative has the right to explain and sum up the employee's case and to respond

to any views expressed at the hearing, but cannot answer questions on the employee's behalf. If the representative cannot attend on a date the Company has set for the hearing, the Company will postpone for up to 5 working days or may (at its discretion) postpone it for longer.

## Appeals

If you are not satisfied with the decision of your Manager you may appeal against this decision in writing to the Managing Director within 5 working days.

On receipt of such a request the Managing Director shall make arrangements to hear the appeal, usually within 10 working days of the request. You must take all reasonable steps to attend the hearing.

The decision of the Managing Director is final and will be given to you as soon as possible (usually not later than 5 working days from the appeal being heard).

## Keeping records

The Company will keep written records for future reference. They will be treated as confidential and kept no longer than necessary in accordance with the Data Protection Act 1998.

**Clarification on any point in this policy may be obtained from your manager or from the Human Resources Department.**

**This policy is fully supported by senior management and will be monitored and reviewed annually.**

## Request for further information & contact details

### **Address**

Gilbert-Ash Limited  
60 Boucher Place  
Belfast  
BT12 6HT  
United Kingdom

### **Telephone**

028 9066 4334

### **Email**

[belfast@gilbert-ash.co.uk](mailto:belfast@gilbert-ash.co.uk)

The logo consists of the letters 'GA' in a bold, white, sans-serif font, centered within a solid red rectangular background.

[gilbert-ash.co.uk](http://gilbert-ash.co.uk)