

## *Workforce Policy*

It is the policy of Haden Young Limited to maintain, develop and augment our directly employed workforce so that we can most effectively create a mutually beneficial working relationship between employer and employee which will contribute to the delivery of the best quality product and the best value service for the benefit of our clients.

The engagement of a directly employed workforce as the predominant component of our labour resource enhances our ability to:

- Deliver continuous improvement through training.
- Develop operative skills.
- Control quality.
- Evolve innovative methods of working.
- Hone productivity and efficiency.
- Continuously improve safety awareness and safe working practices.
- Develop managers and supervisors with trade based skills.
- Sustain certainty of resource availability.
- Agree progressive employment practices.

In giving effect to this policy we will:

- Deploy our own directly employed workforce in traditional mechanical, electrical and plumbing trades in preference to indirectly engaged labour from labour agencies or other alternative sources.
- Only deploy agency labour to supplement the workforce where we are unable to enhance the directly employed labour force.
- Avoid utilising agency labour as the sole or predominant component of the labour force on a project.
- Ensure that whenever practicable our directly employed workforce is not reduced or loaned-out to other organisations if agency labour is being deployed.
- Give clear and adequate notice to all other Regions if any reduction in our directly employed workforce is planned in a Region so that transfers or temporary loan-out arrangements may be made if possible.