



Corporate & Social Responsibility  
Annual Policy Statement 2007



## Foreword

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It is with great pleasure that I introduce Currie & Brown's first annual Corporate Social Responsibility (CSR) report, which highlights the strong links between Currie & Brown's service activities and the benefits they bring. The report also details our approach to improving our contribution to communities in the future.

Although we have been practicing most aspects of CSR for many years, we recognise that we still have further work to undertake. To measure and improve our contribution we will be developing demanding performance measurement criteria to compare our future achievements against the highest industry standards.

This is the ethos we adopt in the delivery of all our projects; we would not approach CSR in any other way.

This report is the basis of our engagement with all aspects of CSR over the next five years. Emphasis has been placed on planning, at this early stage, to set realistic strategic targets, and to ensure these are met.

Currie & Brown staff are committed to ensuring the success of CSR implementation throughout the company. We aim to be the best in our industry and this document sets the course towards our goals.



**Euan McEwan**

Group Chief Executive Officer  
Currie & Brown Group Limited




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About this report

This report is a part of our drive to bring an inclusive and transparent approach to the issues that affect our business, and how we manage them. We are committed to instilling the values contained here across the whole Currie & Brown group.

 Consider the environment. Please don't print this document unnecessarily.



## Our Approach

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Currie & Brown is committed to the introduction of a formal CSR policy to support the Business Strategy of the Group. This is the first CSR report issued by Currie & Brown, which details our current position and highlights the measures that have been in place for many years, such as our progressive employment and sustainability practices, and addresses our future goals.

We see CSR as critical to our successful and long term relationships with employees, customers, and the communities within which we work. We believe CSR covers all aspects of corporate governance; it is about ensuring we conduct our business in an ethical way, taking into account our impact economically, socially, environmentally and in terms of individual human rights. We understand that our business actions affect local communities, and take care to ensure our impact is positive where possible, and minimised where necessary.

As a multi-national organisation, our responsibilities extend to protecting often delicate environments, and we aspire to ensure good labour standards and practices in our overseas suppliers and offices.

## CSR Leadership

Driven by full board sponsorship, with support from our central HR function, we are ensuring that our CSR policy will be firmly embedded in our organisation's culture. Our approach is designed to develop improvement actions and awareness amongst our staff at all levels, allowing them to support our values and behaviours.

Demanding performance criteria will be developed to measure and improve the contribution that we make in all aspects of our approach to CSR. By the time our second CSR report is published, these criteria will be used to measure our future performance against the highest industry standards. Progress against our CSR targets will be monitored by people and business development groups across the business.

## Our Goals

- To assist our clients achieve optimum benefit in asset management.
- To guide our staff to realise their full potential through a structured development programme.
- To improve the living and learning standards within the community in which we work.
- To provide clarity and value to shareholders in the company.



## Our Values

Currie & Brown has a firm set of organisational values that encompass everything we do. Our values were established through an organisation-wide values questionnaire survey and a series of values workshops, which involved members of staff at all levels. Currie & Brown is justifiably proud of this unique bottom up approach, an approach that has ensured our values reflect both our business and staff.

We positively promote these values in our activities and places of work. We also believe that by using the values statements as a road map, Currie & Brown will be able to create and sustain a competitive advantage and strengthen itself day by day, therefore meeting and exceeding the current and future demands placed upon us.

**Customers** - we treat customers the way we would want to be treated

- Do what is right for the customer
- Build enduring relationships
- Always make it easy to do business with us
- Communicate effectively and regularly
- Always say thank you

**People** - we care for our people through a challenging and supportive working environment

- Encourage entrepreneurship and think creatively
- Respect the opinions of others
- Promote open and constructive feedback
- Manage performance firmly and fairly
- Recognise and reward achievement

**Excellence** - we strive for excellence

- Exceed the expectations of customers and colleagues
- Conduct all business with integrity and professionalism
- Think 'Team'
- Encourage learning and self-development
- Embrace change willingly

**Sustainability** - we care about the effect we have on the environment

- Minimise the environmental impact of our business
- Ensure working environments are healthy and safe
- Cut out extravagance and waste
- Minimise our carbon footprint
- Promote environmental awareness



## Our Employees

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Our services are based on our expertise, and as such our staff are our most valuable resource. In the highly competitive environment in which we work, the skills and efforts of our staff are essential to achieve our goals. Currie & Brown believes it is imperative that our staff are nurtured and allowed to grow to meet not only the company's goals, but their own as well. We have a range of policies designed to look after our staff and their needs. Many of our staff either hold degrees, or have taken their learning further by obtaining relevant technical and professional qualifications.

We recognise the importance of maintaining a healthy and supportive workforce who are committed to our core values to improve both individual and company performance in all sectors of work. Currie & Brown is presently reviewing and updating internal policies to ensure best possible practice throughout the company.

## Equal Opportunities

Currie & Brown believes in fair and equitable treatment for all employees and for all applicants for employment. We regard this as a commitment to make full use of the talents and resources of all employees, and to provide an environment which will encourage good and productive working relationships throughout the company. We aim to afford equal access to any employment opportunities according to an individual's ability, free from any arbitrary or unjustified considerations.

To this end, Currie & Brown believes that all employees will be given equal opportunity without prejudice or discrimination by reason of race, colour, nationality, religious belief, sex, sexual orientation, marital status, age, disability, national or ethnic origin, or any other criteria that cannot be shown to be justifiable.

## Health and Safety

As an employer and a specialist in building services, we recognise the need for a healthy and safe environment. We are committed to providing a safe workplace for every employee or visitor to any one of our sites. In addition to the legal requirements imposed on any company, we have well developed policies to reduce any potential Health & Safety risks to as near negligible as possible; and if an incident should occur our policies here are just as well maintained.

Our Health & Safety policies are detailed to new members of staff when they join, and they are kept informed of any changes or developments throughout their time at Currie & Brown. Ensuring health and safety at work is an essential part of office management duties and it is considered to be the responsibility of all members of staff to keep the office safe and hazard free.

*Currie & Brown recognise the critical importance of maintaining a supportive and healthy workforce who are **dedicated** to our core values and beliefs.*

## Our Employees

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### Development

The in-house Personal Development Review (PDR) process has been designed to allow staff to recognise their further development values and competencies in line with their function within the business. We will also use the PDRs to feed into a company training and development plan so we know what skills we have available to us and where we have skills gaps. The PDR has been designed by a working group of Currie & Brown employees in consultation with the whole of the business. Consequently, we have a system that reflects both our culture and our aspirations.

The PDR helps to identify what is required of every employee, enabling them to have the chance to acquire the required knowledge and skills to do their job well. All employees have the opportunity to discuss their performance and career aspirations on a regular basis with their line manager. No one will undertake a PDR until they have received the relevant training to ensure the process works correctly.

In addition, Currie & Brown fully supports staff who wish to undertake professional learning, and our educational leave policy has been designed to help employees further their education in a field which will benefit the employee and the company.

### Investors in People Approach

Currie & Brown will be adopting the Investors in People (IIP) standard as a means of furthering the development of our staff. This standard will be implemented company wide as best practice, and accreditation is targeted to be obtained during 2008. IIP is not a one-off commitment however, but the latest development in our long term commitment to our staff.

We value our staff and take their developmental needs seriously. The IIP approach in conjunction with internal PDR process will help us increase the contribution of our staff, by providing a benchmark against which to measure the effectiveness of our organisation. By establishing clear linkages between business goals and individual and team development, we can maximise the benefit to all parties.

IIP contributes to creating a learning culture better placed to take advantage of business opportunities. To be successful it needs good leadership, commitment, a vision for the future of the business, staff empowerment, good communication and the development of good training practices; all things to which Currie & Brown is committed, and are well on the way to implementing.

*We know that our staff are our company, and Currie & Brown has a strong commitment to provide the best range of opportunities to our staff.*

## Our Employees

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### Training

Currie & Brown has a strong commitment to providing training opportunities to our staff. Training is essential to ensure that staff are able to maximise their potential, and allows access to a reservoir of latent talent which provides long term benefits both to the individual and the company. Employees often have a very realistic view of what training and development is and can see personal, team and organisational benefits.

Training programmes have been implemented across the business to provide staff with access to courses which will benefit their working life. These range from hour-long seminars to keep staff abreast of latest developments, to multi-day off-site courses to gain accreditations.

### Recruitment

The recruitment of the best possible staff into Currie & Brown is essential to the long term success of the business. Our relationships with universities and other centres of learning have allowed us to attract new graduates through work experience schemes and careers fairs. Our market presence and reputation means that when advertising for new positions we are never short of highly qualified applicants. In addition, Currie & Brown operates a reward scheme for any employee who finds a suitable future member of staff and encourages them to join the company.

### Human Rights

Currie & Brown are a global company, and so we operate in countries with varying customs, beliefs and labour standards. However we are committed to providing consistently high employment standards for all our staff, wherever they are based. In addition we are prepared to assume controlling responsibility for labour practices along any of our supply chains within the scope of the company's influence, maintaining our high standards wherever possible.

### Personal Behaviour

Our staff are our company, and as such Currie & Brown expects courteous, professional behaviour from all our staff in all aspects of their professional life. Whether in a business or social situation where the member of staff is representing Currie & Brown, staff should be mindful of this fact and behave accordingly, and not to reflect badly on the company either as an individual or as a whole.



## Our Work in the Community

Currie & Brown aims to contribute to community projects where we can; contributing to the economic, social and environmental well being of any community in which we operate. Whilst our appointed role will contribute to local communities by providing local employment and infrastructure that allow communities to develop, our goal is to go above and beyond this; to deliver improvements to all stakeholders, whether directly involved or not.

We will always act in a socially responsible manner when undertaking any project, and we encourage all our partners to engage with the local community in their areas of operation.

As a company we recognise our responsibilities and contribute to local communities, giving time and resources for the benefit of others, a practice strongly supported and encouraged in individuals as well.

- Supporting the Metropolitan Police in their valuable work on the Children's Safety Education Foundation for Safety in Schools, including sponsoring a designated school in the programme.
- Currie & Brown runs a work experience programme to introduce students to the challenges and opportunities available in the Asset Management sector. We allow these students to shadow senior staff members, attend meetings, to give them an insight into how our business functions. In some cases we have sponsored the university tuition fees of promising students.
- We promote the positive impact of the construction industry to schools, giving regular presentations to schools, participating in careers evenings, and supporting a number of vocational training programmes.
- We helped a city organisation set up a Vocational Training programme for 14 to 16 year olds by launching their stakeholder forum and carrying out a review after the first year. The success of this programme gained the interest of local Members of Parliament, who wished to replicate the success of the scheme in their own local authority.
- We recognise the importance of stakeholders in our community projects. In addition to our contracted work on one of our PFI schools projects, we have created and provide support to a project website to ensure that students, teachers, parents and the wider local community are kept informed of progress.
- On a major regeneration project we were instrumental in authoring a Project Charter, which was adopted by all consultants and contractors involved in project. This charter aimed to maximise local employment opportunities, by hiring local staff where possible, and encouraging training initiatives in local companies to meet demand.

*Currie & Brown aims to bring benefit to others where we are able; contributing to the well-being of any community in which we work.*

## Our Work in the Community

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- We have volunteer Construction Ambassadors throughout the company who work with CITB Construction Skills to give young people a real-life perspective of the industry by visiting their schools and giving presentations or organising activities. They share their experiences of a career in construction and help promote the industry as a whole.
- We are frequently represented on local universities' Advisory Boards to give expert advice on construction-related courses. Our commitment to supporting higher education has included initiatives such as visiting universities and colleges to lecture on specialist topics in the curriculum, adding 'real world' knowledge to their courses. Additionally, we develop structured learning programmes for students' final two years, ensuring they receive the correct training experience and culminating in mock interviews for their final examinations. We also support a number of universities by donating prizes and bursaries.
- Currie & Brown sits on the liaison committee and chairs client steering groups for a PPP mental health scheme. Through careful consideration and assessment of communications between the client and the local community, we have helped avoid stigmatising the patients, carers and families who benefit from the valuable service provided by the facilities.
- On an individual basis, many Currie & Brown staff give freely of their time in support of local initiatives or groups. Several members of staff sit on schools' governing bodies or participate in the running and maintenance of facilities. Others offer their talents and time to local music, religious, cultural, charities, community, scouting and sports groups, all of which activities are encouraged by Currie & Brown. We also sponsor several local community sports football teams.
- Many of our staff members are active in Professional Institutions, an activity that Currie & Brown is keen to promote and encourage. We aim to help our staff's careers in any way possible, with a goal to retaining and developing our staff to become the best they can, in turn helping us to grow.



## Our Commitment to Sustainability

As a business, we are acutely aware of the need to take account of social regeneration alongside physical regeneration if we are to achieve sustainability. We have recently reviewed and developed the requirements for a London City company's vocational training scheme, a partnership which has grown to include involvement with integrated, community based, on-site training programmes.

- As an asset management company we recognise the key role to be played by good planning, mixed usage of property and community engagement in the development process. At the early stage these key factors need to be built into the feasibility cost plan, monitored and developed to avoid their dismissal on cost grounds later.
- This understanding of the need for sustainability and how these issues relate to our core services is a fundamental part of our project approach. We have long been a market leader in the construction and asset management fields, and by driving the goal of final sustainability throughout the development life of a project, we are now offering what we see as the complete package.
- Our approach includes the development of Strategic Briefs to bring together often years of work to learn as much about the end users and the current services provided to the community before considering design. The design must be as inclusive as possible, considering mobility, safety, and accessibility issues from the very beginning of development to offer a seamless and integrated service.
- By incorporating flexibility and dual use into the design, the life of a building can be dramatically extended, reducing the need for costly and wasteful redevelopment of the site in the future. This allows the site to adapt to future requirements, without causing upheaval in the local community.
- We believe that the built environment has an important influence on the possibilities available to its users, and it is therefore crucial that the design reflects the vision, the core needs of the project. By taking into account the architectural significance of the setting we can encourage pride in the local environment, building community cohesion.



## Our Environment

This year Currie & Brown will review the Group's environmental policy and objectives. The need is recognised for clear objectives and direction for our business sectors, providing a robust planning process that recognises the increasing importance of meeting sustainable development aspirations.

The focal point will be the corporate Environmental Management System Team to lead and set targets with the responsibility of implementation sitting with the Business Managers. The goal of Currie & Brown is to achieve ISO 14001 accreditation. The implementation will raise awareness throughout the business and for staff to adopt industry leading standards.

- As part of our ever growing involvement in environmental and sustainability issues in buildings and developments, Currie & Brown has joined the Construction Industry Environment Forum, which is managed by CIRIA in association with BRE, BSRIA and Constructing Excellence, which receives support from the DBERR. This positions us at the forefront of industry developments, building and spreading our environmental values.
- Currie & Brown has extensive experience of working with design teams and clients on Environmental Assessments to implement building solutions that assist with the achievement of sustainable environmental solutions.
- We strive to complete projects that meet the highest possible standards; we have completed and are in the process of finalising a number of projects that will achieve a BREEAM excellent rating.
- We are building up a list of realistic local EMS objectives which can be implemented on a timescale and monitored so as to enable external auditors to review our work.
- We are reducing energy usage by encouraging employees to power down computers when not in use, especially at night or over weekends.
- We have been able to apply standard protocols and adapt these to bespoke solutions to take advantage of local conditions to provide the most sustainable, and cost effective, solutions to clients' demands for low energy usage and reduced emissions.
- Modern building techniques that incorporate passive heating and cooling to reduce energy demands, cost-effective systems for rainwater collection, filtration and distribution, which save up to 90% of water consumption, and other energy saving considerations mean that our new buildings will have dramatically reduced carbon dioxide emissions.
- Our 'Live Options' solution allows us to identify the carbon emission implications by energy usage of any design decisions made throughout the lifetime of the project. Our experience enables us to effectively challenge M&E designers to ensure efficient design of systems and avoid over-specification leading to uneconomic energy use.



## Our Integrity

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Currie & Brown has grown into a market leader in the Asset Management field, a position that requires the utmost integrity in all aspects of our business. Our core values insist on proper conduct at all times, as it is this on which our staff, and by extension, the company as a whole will be judged.

Currie & Brown has established long-term relationships across all our business sectors, from large corporate clients to small but key firms in the supply chain. We take pride in these relationships and the fact that our partners can trust us to enable their own goals to be met.

### Business Ethics

Ethical corporate conduct in all aspects of our business is integral to our CSR commitments and to our ongoing success as a company. Currie & Brown operates a clear, unequivocal approach to dishonest business practices; they will not be tolerated. We demand complete business integrity in each and every aspect of our business.

Currie & Brown staff are forbidden to, directly or indirectly, offer or attempt to obtain payments, gifts or inducements to any person for the purposes of securing any improper business or other advantage. Our staff are required to adhere to the rules and norms of their place of work, be it in the UK or abroad.

### Open Reporting

We expect that not only all our staff, but also our sub contractors, consultants, and other business partners who suspect any wrongdoings or matters of serious concern, to be able to discuss any issues with senior members of staff with guaranteed confidentiality and without fear of reprisal or penalty.

The Group Company Secretary is responsible for the internal investigation into the issue, who then reports to the Main Board. The confidentiality of the individual who raised the concern is maintained at all times. All employees at any level are expected to co-operate fully with any investigation to ensure the fairness and accuracy of any conclusion.

### Competitive Practices

Currie & Brown has strict guidelines on competitive practices, and always adheres to any "competition" or "anti-trust" laws that have been enacted in any of our operational locations. These laws or any other competition rules prohibiting restraints of trade will always be followed with strict compliance when entering into agreements with competitors, customers or suppliers in the marketplace, and even the appearance of any possible malpractice is avoided. Conduct which is to be avoided includes territory allocations or divisions, predatory pricing, exclusive dealing arrangements, cartels, forced inclusion of separate products, and misleading advertising.

*Currie & Brown ask for integrity in all aspects of our work, and the trust of others is important to us.*

## Our Integrity

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### Legal Trading

Currie & Brown is a multi-national company operating under many different sets of legal requirements at any one time. In each of the countries in which we operate, we comply with any and all applicable laws relating to employment and employment conditions. We also determine how these laws complement our own ethical and legal trading policies, a consideration which is taken into account before any new project is entered into.

We take care to ensure that the differences in legal requirements between one place of operation and another is fully understood. Some activities may be legal in some market situations and illegal in others, and additionally some practices may be acceptable to one client and not to another. It is the understanding of these complexities that has enabled us to expand globally.

### Fraud

Fraud is the act of deliberate deception, misstatement or omission, usually for the purpose of personal gain, to the loss or damage of another party. Currie & Brown regards any fraud, committed or attempted by any member of staff very harshly, and disciplinary proceedings would be entered into if necessary. In the event of any suspected fraud being committed by a sub-contractor or other partner the relationship would be quickly examined under any terms of agreement, with the maximum possible action being termination.

False or deliberately distorted information will not be given in the course of commercial negotiations.

If any laws have been breached in the course of committing any fraud, the company will contact the relevant authorities.

### Information Security

The trust shown to us by any individual is important to us. Currie & Brown understands the need for confidentiality both internally and externally, be it in correspondence, documentation or in the information discussed during a normal working day. We have 'clear desk' policies in force to prevent potentially confidential information being obtained by unwanted parties, and have facilities in each office to effectively destroy sensitive information.

The confidentiality of information received in the course of business will be respected and never be used for personal gain. In the course of a number of our commissions many of our staff have been vetted and signed the official secrets act or similar non-disclosure agreements. These agreements are to be honoured at all times, even if information is requested from within the company. Intellectual property will be honoured and approval sought and credit given if this information is subsequently used.



## Measuring Our Performance

As a reflection of our values and commitment, Currie & Brown has set out our CSR management programme with clear responsibilities in establishing benchmark criteria with a view to continuous improvement over the next five years.

Category	Specific Area	Interim Actions	Output
Employee Development	Employee Satisfaction Surveys	Annual Review Report	Staff development aligned to corporate objectives
	Personal Development Reviews	Annual Review Report	
	Diversity	Annual Review Report	Increased employee satisfaction.
	Staff Development Programmes	Development needs set out at end of PDRs	
Customer Satisfaction	BMS / ISO 9001:2000 Culture & Values	Regular Internal Audits IIP Working Group	Evidence of continuous improvement
Supply Chain	Supplier Partnerships	Strategic national agreements	Consistency in service delivery
	Ethical Trading	Workshops with key supply chain members	
	Procurement Criteria	ISO 9001:2000 compliance	Increased client satisfaction
Community Involvement	Project Testimonials	Demonstrate Community Feedback	Community testimonials
Environment	Resource Usage / Waste / Transport CO <sub>2</sub> emissions	Quantify in house use of fuel, paper, and energy costs	Benchmark criteria Improvement plans
Integrity	Business Principles Ethics	Audit implementation of policies	Fulfilment of policies



## The Business Case for CSR

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Whilst the development of a formal CSR policy will present challenges, it is an integral part of Currie & Brown's future business strategy. A company must always measure its performance and productivity, and challenge all aspects of its work to make sure that value is added. We see the CSR measures that will be introduced during 2007/8 as part of this.

We believe that corporate responsibility is about not only supporting, but actively encouraging strategies and behaviours that demonstrate our commitment to the long-term viability of the business. Our work in schools, healthcare, and all areas brings what we do into direct contact with the community at all levels. To maximise the benefit of our work and projects, we believe that our business decisions should take into account social and environmental issues, as well as economic ones.

The business case for the introduction of CSR is simple; it is about ensuring that the key elements of our core business and long-term planning are managed in ways that are sustainable. This can only be done by making sound business decisions that meet the requirements of all of our stakeholders.

Our CSR is a core part of Currie & Brown's risk mitigation strategy; financial, staff and client risks can all be reduced by ensuring that a considered CSR strategy is followed.

The introduction of CSR should not be seen as another set of standards and criteria that have to be met. We see it as an opportunity to drive change through the business, and use that change to not only benefit the company, but the community as a whole.