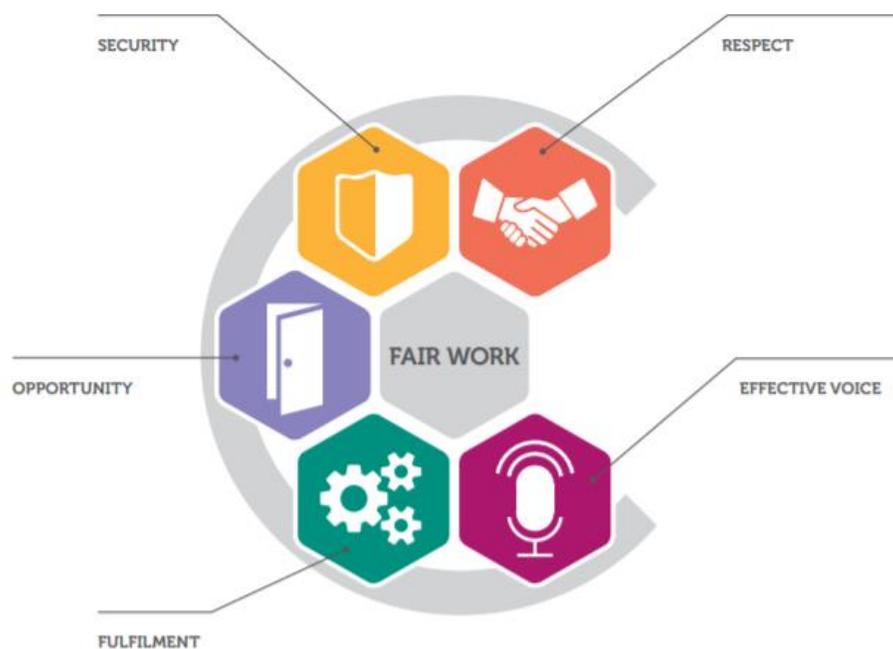


STATEMENT OF FAIR WORKING PRACTICES



Leask Marine Ltd

GUIDELINES AND STANDARDS

A STATEMENT OF OUR FAIR WORKING PRACTICES THAT OFFERS EFFECTIVE VOICE, OPPORTUNITY, SECURITY, FULFILMENT AND RESPECT.

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PART 1 - INTRODUCTION

Leask Marine Limited commits to ensuring that Fair Working Practices are at the heart of its workplace practices to ensure the wellbeing and prosperity of its employees and stakeholders.

Our aim is for this document is that it is available to all employees in the workplace to help improve understanding of fair work throughout the Company. It is also an understanding for the many stakeholders beyond the workplace but involved in the wider context of Leask Marine's activities such as sub-contractors, customers, suppliers, bankers, accountants, solicitors, regulatory bodies, trade groups, industry partners, media and our local communities.

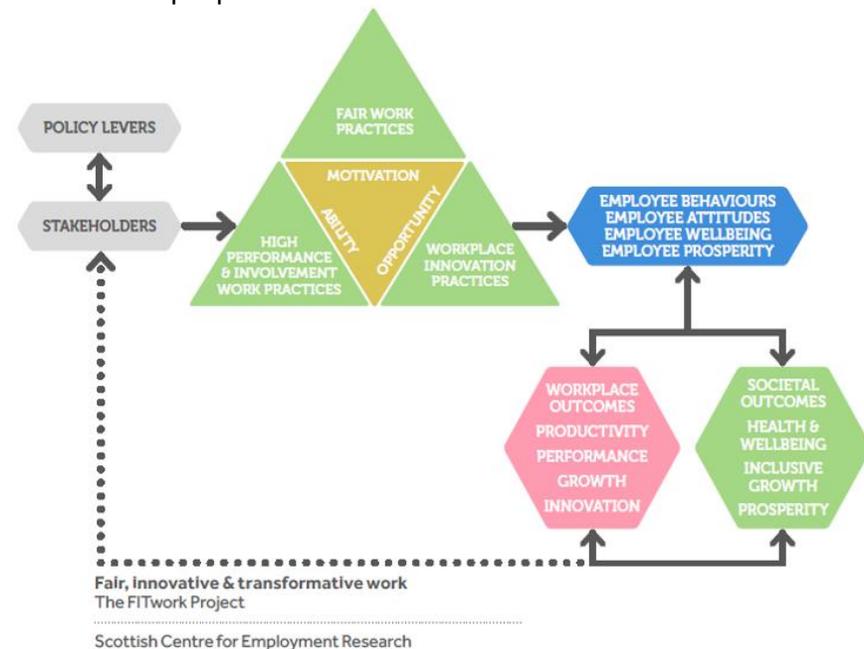
DEFINING FAIR WORK

Fair work is defined as work that offers effective voice, opportunity, security, fulfilment, and respect, that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, the Company, and our community.

This document has been produced by Leask Marine Ltd with the acknowledgement of the Scottish Governments Fair Work Framework and the Fair Work Convention, www.fairworkconvention.scot.

Understanding fair work and its potential

At Leask Marine we agree that work should be fair, and that fair work should be available to everyone no matter who they are and we use the Scottish Governments Framework to define fairness as respect, opportunity, fulfilment, security, and effective voice. These dimensions cover the scope of our employees to 'have a say' and to influence and change practices, how people can access and progress in work, the employment conditions they experience, the work that people do and how people are treated at work.



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PART 2 – THE FAIR WORK DIMENSIONS

EFFECTIVE VOICE



Leask Marine is committed to upholding an Effective voice, which is much more than just having a channel of communication available within workplaces. Effective voice provides a safe environment where dialogue and challenge are dealt with constructively and where employees views are sought out, listened to, and can make a difference.

We understand that the ability to speak and to be listened to is closely linked to the development of respectful and reciprocal workplace relationships, and that Voice is a legitimate aspiration of employees who have an interest in everything that the Company does. Leask marine is supportive practices for effective voice include trade union recognition and collective bargaining; task-level and organisation-level involvement and participation practices; communication and consultation arrangements and any processes that give scope to employees to air their views, be listened to and influence outcomes.

Leask marine adopt behaviours, practices and a culture that support effective voice and embed this at all levels of the Company through openness, transparency, dialogue, and tolerance of different viewpoints. We encourage Effective voice through formal and informal dialogue ad feedback, both individually and collectively.

OPPORTUNITY



Leask Marine is committed to upholding Opportunity, which allows our employees to access and progress in work, and to this end we mean meeting the legal obligations by ensuring equal access to work and equal opportunities in work. We aim to protect all our employees in those groups subject to specific legal protections on the grounds of sex, sexual orientation, race and ethnicity, age, and disability.

In addition, we actively ensure the correct attitudes, behaviours, policies and practices within the Company and we are passionate that it is every member of our staff that makes us a strong team that is the foundation of our high-performing business. We support Opportunity in a variety of different ways: through robust recruitment and selection procedures; paid internship arrangements equally open to all; training and development to support access to work for all; promotion and progression practices that are open and equally attainable by all, irrespective of personal and demographic characteristics.

The Leask Marine management team review and interrogate the workforce profile to identify if there are any barriers to opportunity that arise and address these. We have adopted a life stage approach that helps our employees at all ages maximise their contribution, and we engage with our diverse and local community. We use mentoring to support new employees and with anyone that requires distinctive needs. We ensure equality profiling in the provision of training and development activities and in career progression procedures and outcomes.

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SECURITY



Leask Marine is committed to upholding Security of employment and accept that work and income are important foundations of a successful life. Predictability of working time is often a component of secure working arrangements, and while Leask Marine realise that the security and stability of employment, income and work remain an important aspect of fair work.

As a business we offer competitive conditions including paying at least the Living Wage and providing flexibility for hours of work that can align with family life and caring commitments. As well as employment security we offer fair opportunities for pay progression and pension arrangements. Leask Marine ensure and support widespread awareness and understanding of employment rights, flexible working, and do not use zero hours contracts. The Company has pay transparency across the trades.

FULFILMENT



Leask Marine is committed to upholding Fulfilment and understand that for many people, work is a fulfilling part of their life. Employees benefit from engaging in fulfilling work in terms of using and developing their skills; having some control over their work and scope to make a difference. In addition is the opportunity for taking part in appropriately challenging work and taking up opportunities for personal growth and career advancement. We understand that employees who are fulfilled in their jobs are more likely to be engaged, committed and healthy.

We know that fulfilling work contributes to confidence and self-belief, gets the best out of our people and this in turn helps us to produce the high-quality service that drives our successful business. We understand that fulfilment at work will mean different things to different people, but all types of work at all levels can be more fulfilling where the tasks, work environment and employment conditions are aligned to the skills, talents and aspirations of the people who carry it out.

At Leask Marine we support this dimension of fair work in a variety of ways such as autonomy, opportunities to problem solve and to make a difference, and our investment in learning and personal development and career advancement. We ensure that the expectations of performance are realistic and achievable without negative impact on wellbeing, and we hold clear and transparent criteria and opportunities for career progression, as well as opportunities for personal development.

RESPECT



Leask Marine is committed ensuring all employees are respected and treated respectfully, whatever their role, status and personal worth. Respect at work is a two-way process between the Company and employees and is valued for recognising the reciprocity of the employment relationship.

Respect involves ensuring the health, safety and wellbeing of others, and mutual respect is an important aspect of everyday social exchange and is a crucial element of relationships in the workplace where a significant proportion of life is spent. Crucially, mutual respect involves recognising the views, autonomy, status, and contribution of others. Respect as a dimension goes further than issues relating to bullying and harassment to include dignified treatment, social support, and the development of trusting relationships. It means being open, mutually accountable, transparent, and responsive to the concerns of others.

At Leask Marine we support this in a wide variety of ways: through established procedural health, safety and wellbeing policies and practices, through organisational policies and practices, communication, training, and conflict resolution. We know that a sense of fulfilment at work impacts positively on individual health and happiness, That in turn contributes to Company's organisational health, and in doing so, benefits the economy and our local community. As a business we have clear expectations of behaviour, conduct and treatment and encourage the involvement of everyone to improve respectful behaviours. We respect and understand personal and family lives require access to practices that allow the balancing of work and family life.

PART 3 – THE SCOTTISH BUSINESS PLEDGE



SCOTTISH
**Business
Pledge**

Leask Marine Ltd is committed to upholding their commitment to the Scottish Business Pledge which promotes fairness, equality, opportunity, and innovation in Scotland, which in turn creates greater economic success and sustainable, inclusive growth.

PLEDGE ELEMENTS

Leask Marine ensure that the Company meets the three core pledge elements which are Paying the real Living Wage, No Inappropriate Use of Zero Hours Contracts, and Action to address the gender pay gap.

Paying the real Living Wage



At Leask Marine we understand that the business success is based on fairness and In-work poverty remains a real problem for many, which is why the provision of well paid, fair work is crucial in tackling inequality and lack of opportunity. We know that access to fulfilling, secure and well-paid jobs increases motivation, commitment and productivity.

We ensure that all our employees are able to earn a wage that allows them a reasonable standard of living that is key to helping them provide for their families, build self-worth and create a better sense of purpose.

Leask Marine Ltd are recognised as a Scottish Living Wage Employer with formal accreditation.



No Inappropriate Use of Zero Hours Contracts



At Leask Marine we have NO ZERO HOURS Contracts in the Company.

At Leask Marine we understand that stability and security of employment are important in allowing individuals not only to better plan their daily lives, but also to make future plans. We know that under international human rights law, everybody is entitled to decent and safe conditions at work, with fair wages that provide a decent income for themselves and their families, and reasonable periods of rest. When employees have guarantees of regular work, they have a regular income stream so commit more clearly to their financial commitments, reducing worry and improving productivity.

Leask marine Ltd is committed to using appropriate and fair contracts for all employees and sub-contractors.

Action to address the gender pay gap



The Gender Pay Gap is a measure of the difference between male and female employee’s average hourly earnings, and it is expressed as a percentage of male earnings. This is different to the statutory duty to pay equal pay for equal work under the Equal Pay Act, as it compares pay among a whole workforce, regardless of the type or level of work they do.

At Leask Marine we take positive action to reduce the gap in overall pay between men and women, as well as improving gender equality in the workplace. We will recognise our Business Pledge by having in place progressive policies and practices to address the gender pay gap in our business. We have committed to understanding any identified gap and have a plan of action to address any issues. The Company has a flexible working policy and ensures that everyone has equal access to training and development opportunities. We review our recruitment and promotion processes and offer to make changes to support employees through pregnancy and maternity.

Environmental impact



At Leask Marine, as a renewable supply chain business we believe in putting sustainability at the heart of our business and we take positive action to reduce the impact that our business has on the environment. Climate change is one of the greatest challenges faced by us all, and everyone has a part to play in reducing our impact, and this means managing our business in a sustainable way that reduces greenhouse gas emissions and improves resource efficiency.

Leask Marine continually seeks environmental improvements and efficiencies through our Carbon Management Plan which roadmaps our progress on action plans. Our Green Champions raise awareness and engage staff to promote more environmentally conscious behaviour initiatives. We monitor and set Key Performance targets for reducing our energy consumption across the Company with an aspiration to become a carbon neutral Company as soon as practicable.

Skilled and diverse workforce



At Leask Marine we believe that by investing in skills and training with more employees from a range of age, ethnic and other diverse backgrounds we are more innovative and productive as a Company. We understand that by investing in the skills of our workforce and employing a diverse workforce has clear benefits for our business and we are better able to understand the needs of our increasingly diverse customer base.

As a business we understand the diversity and demographics of our workforce, including age, disability status, ethnicity, gender and sexual orientation. We have individual training and development plans for our workforce supported by regular discussions about their and the Company's training needs. We ensure we are aware of service such as Access to Work, which can help adjust and enable any disabled employees to perform to their best. We ensure that our recruitment and promotion processes are fit for purpose, enabling us to recruit and promote the best people for the job, irrespective of who they are.

Workforce engagement



At Leask Marine we understand that by engaging our workforce we create new business energy and improve performance and that is why we are continually engaging our employees in decision-making, so we are accessing real experience to improve processes, leading to increased efficiency, productivity and ultimately, profitability.

Within our employee engagement feedback our staff satisfaction survey results show that 89% of our workforce strongly agree that they find their work meaningful and 91% feel they make a meaningful contribution to the work of the company, and know what is expected from them. We know that as a business we need to continually improve and the drive of innovation, competitiveness and productivity is regularly monitored.

As a business we have a progressive approach to using the skills in our workplace in the most effective ways and we encourage and empower employees to be involved in decision-making and innovative in their approach to work. We have practices which support the health & well-being of our employees and this includes flexible working and ensuring that we have family-friendly workplace and support our island community.

Innovation



At Leask Marine we believe that innovation is key to business competitiveness and we need to innovate in order to keep pace with faster-moving competition. Our innovation approach is a persistent, sustained and long-term process through understanding our customer needs and developing solutions for them that are safe and cost-effective. As a Company we have invested heavily in innovation on the development of equipment, tooling and processes and this has led to us being recognised as a business that offers international competitiveness. As a business we are continually driving for sector innovation and working with wider industry to focus on niche capabilities and tackle our industry sector wide problems such as mooring solutions.

Leask Marine invest in the benefits of new technologies and equipment and are using the collective intelligence of our staff to design and implement new ways of working. We are continually changing the way we market and commercialise our services and we have our employee suggestion boxes and observation cards for suggested operational improvements. We are always exploring new services, processes, designs, business models, products, technologies and changing how we use our resources to stay ahead as an innovator.

Internationalisation



At Leask Marine we believe that businesses who trade internationally tend to be more innovative, productive, and competitive. As a business we have operated in over 10 countries and worked for over 44 international clients from 15 countries and understand that access to international markets drives business performance and innovation.

Our business has an ambition to grow and to innovate and to respond to changing renewable energy global markets, competition, and customer needs and to do that we employ people and talent with the right attitudes and global outlook. We invest time and resources in understanding the practicalities of exporting our services and with organisations such as Highlands & Islands Enterprise and Scottish development International we can seek expert advice from these enterprise agencies in dealing internationally.

Community



Leask Marine Ltd has built its business with the support of the local island community and are a passionate supporter of our local community's resources by employing locally and purchasing locally, so fully realise the benefits of carrying out their operations in a responsible and sustainable manner.

We have built a reputation as a responsible, supportive business which attracts and retains local talent. Leask Marine are a supporter of local community projects and each project that we have been involved in has presented new opportunities for community engagement. We understand that playing our part in the community brings benefits and Leask Marine are a supporter of local community youth engagement activities from work placement days, work experience, to potential apprenticeship support opportunities. Leask Marine are a supporter of local individuals and community & charity groups with an underlying ethos to act in a supportive and responsible way.

Prompt payment



At Leask Marine we understand that paying our bills promptly has a positive impact on our suppliers, especially small businesses, and that by ensuring prompt payment we are encouraging a positive supply chain locally. As an island business we believe in putting local businesses at the heart of our business supply chain to benefit our local community. We know that by sourcing goods and services locally to support growth within the community benefit not only the local economy but enhances the Company's reputation.

We understand the impact that the size our business has on our local supply chain as we spend 39% of the Company purchases locally with over 170 local businesses. As a business we have a 30 days payment to our suppliers as the norm, and only extend this where we encounter client payment issues. We look to always foster good relationships with our local suppliers by informing them of our payment procedures and who is responsible for ensuring that payments are made.

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