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1. Worker Recruitment

Lendlease requires that suppliers have policies and processes in place to avoid discriminatory practices both during the recruitment process and daily work. This means that suppliers must be able to demonstrate that there is no discrimination in hiring, compensation, access to training, promotion, termination or retirement based on union membership, political affiliation or the protected characteristics, as defined by the Equality Act 2010, of gender, disability, age, ethnicity, religion or belief, sexual orientation, pregnancy or maternity, marital status or gender reassignment.

Suppliers must be able to demonstrate that their recruitment process complies in full with UK employment legislation.

Suppliers will be required to proactively engage with and support Lendlease's learning, skills, and employment programmes and initiatives. This could include activities such as:

- working in partnerships with local job brokerage provision to support the employment of local people and other priority groups on Lendlease projects;
- employment of apprentices;
- providing work experience and work placements;
- supporting local construction skills training provision;
- engaging in learning programmes designed to promote careers in the built environment.

2. Right to Work

Suppliers must be able to demonstrate that all categories of worker have the right to work in the UK and that it has verified that all companies within its supply chain verify the right to work of all workers provided.

Government-issued identification documents must not be withheld within recruitment procedures or documentation.

Suppliers must verify that their workers', and those provided by companies within their supply chain, CSCS cards or any other individual qualifications, licenses or permits required are valid and legitimately held by the relevant worker.

3. Contract of Employment

Suppliers must ensure all categories of worker are provided with a written contract of employment stating their working terms and conditions. This document should include:



- the names of the employer and worker;
- job title;
- when continuity of employment began;
- pay rates and payment intervals;
- place and hours of work;
- holiday entitlement;
- sick pay entitlement;
- disciplinary and grievance policies;
- notice provisions;
- and whether the terms of employment are governed by a collective agreement.

4. Notice Provisions

Suppliers must ensure that when a worker wishes to leave their place of work that they are free to leave and that they are not subject to any financial penalty, providing that they give notice compliant with the notice provisions detailed in their working terms and conditions.

In incidences where workers have been provided with specialist training, funded by the company, and the worker is obliged to continue for a defined period to cover the monetary outlay, this arrangement must have been agreed by both parties prior to the commencement of the training. A formal mechanism must be in place to govern how such an agreement will be discharged.

5. Recruitment charges

Suppliers must not charge (directly or indirectly) or make a commission on workers when they take up employment with them.

In incidences where the supplier uses a formal third party, such as a consultancy or search and select company, where it is normal practice to charge a fee for finding candidates, the company must have a formal process in place to manage this transaction to ensure complete transparency.

6. Type of employment

Lendlease's preferred method of worker engagement is for all workers to be directly employed by a company through a PAYE model on terms of employment that guarantees minimum hours of work.

However, we recognise that in limited exceptional circumstances individuals and companies working within our supply chain may seek alternative approaches to worker engagement, to manage their commercial, employment, taxation and statutory liabilities such as employment through personal limited companies or through umbrella companies. There may also be legitimate instances where



workers are genuinely self-employed and therefore subject to separate Construction Industry Scheme tax deduction practices.

Where umbrella companies are used these services must be provided in line with the Freelancer & Contractor Services Association (FCSA) code of compliance. This means that individuals employed by umbrella companies have the same access to all statutory rights and benefits of direct employment and money is not deducted from their salary to meet those costs.

7. Pay

Suppliers must ensure that all categories of worker are paid in accordance with Lendlease's Living Wage Policy.

Workers must not have wage reductions or charges made for accommodation, food or to repay any supposed debt.

Where umbrella companies are used, any legitimate deductions for fees or services charged to the worker by the umbrella company must not result in a gross hourly rate that would not be compliant with the requirements set out in Lendlease's Living Wage Policy.

If suppliers use third party labour, they must be able to evidence that they undertake checks to verify that the correct wages are paid for all personnel working for and on their behalf.

Suppliers must formally provide guidance, both pre-recruitment and confirmation post recruitment, on the mechanism used to calculate how workers' pay is calculated and ensure that the same is in place for their supply chain and any third-party provider of workers.

Where a worker is paid as a result of a piece rate, the employer should provide the worker with a breakdown of how the pay was calculated.

Suppliers should be able to evidence their arrangements for dealing with circumstances where a worker does not agree with the calculated rate of pay or wishes to challenge a deduction, including the formal route available for workers to challenge the manner in which the pay has been calculated.

Formal records must be kept of any disputed pay records.

Workers must not be penalised for challenging pay records.

Financial deductions must not be made from workers wages as part of a disciplinary programme and suppliers should be able to evidence that the same applies for workers provided by third parties and their supply chain.

8. Working Hours

The supplier must have a managed process for mitigating the risk of employee and worker fatigue that ensures compliance with Lendlease GMR 4.12.1 'Tasks And Workload'.

The supplier must be able to evidence how are working hours monitored and managed for PAYE employees and other workers.



All overtime must be strictly voluntary and appropriate safeguards must be in place to protect the physical and mental health and wellbeing of workers at all times.

9. Bullying and Harassment

Suppliers must be able to demonstrate that they have a company policy and system implemented to prevent bullying/harassment towards all members of the workforce.

Such policies and systems should demonstrate:

- how they prevent bullying and harassment in the workplace;
- how details of the procedure by which workers can raise concerns about bullying/harassment are communicated to all workers.

10. Modern Slavery

Modern slavery is an umbrella term that includes forced labour, debt bondage, servitude and trafficking for the purposes of labour exploitation. Forced labour describes a situation in which a worker performs work or services involuntarily and under a threat of some form of penalty.

Suppliers must have a documented policy detailing how they comply with the requirements and obligations of the Modern Slavery Act 2015. This includes the duty to address and be transparent about the risks and instances of modern slavery in both their supply chains and their own business operations.

Suppliers should be able to demonstrate their Modern Slavery due diligence processes which include identifying, mitigating and managing risk, identifying corporate responsibility and leverage as well as their procedures for monitoring and review.

11. Business Integrity & Ethics

Suppliers must be able to demonstrate that they have a company policy and system implemented to promote integrity and ethics and prevent and deal with incidences of corruption and/or bribes. Such policies and systems should demonstrate:

- that suppliers have a designated member of staff who is responsible for the management of compliance with integrity and ethics policy within the business;
- what mechanisms suppliers have in place to identify, evaluate and control risks of corruption;
- how workers are supported through training programmes to support risk management, internal controls and the fight against corruption;
- that staff have access to, and are briefed about, confidential reporting mechanisms (whistleblowing policy);



- how suppliers combat the risk of fraud, collusion, corruption and bribery in their relationships and contracts with third parties.

12. Occupational Health including Alcohol and Drug Screening

Suppliers must have an occupational health screening programme that:

- includes drugs and alcohol screening;
- addresses mental health as well as physical health.

Suppliers should be able to provide evidence of how PAYE employees access the Occupational Health screening (OHS) free of charge and what requirements and arrangements are made for other (not PAYE) employees to participate in an appropriate OHS programme.

Suppliers should be able to provide evidence of how all workers are trained on the OHS requirements including Drug and Alcohol screening.

13. Freedom of Association

Suppliers must not place any barrier on employees right to collective bargaining either through union representation or other mechanisms.

14. Accommodation and food provision

If suppliers provide company accommodation for its workforce the supplier must demonstrate that:

- it does not enforce their workers to stay in company accommodation;
- the accommodation has adequate heating, ventilation, and suitable lighting;
- the accommodation has segregation between different genders;
- the accommodation has adequate exit routes suitably marked and suitable for the number of people contained therein;
- the accommodation allows privacy and secure facilities to store personal goods;
- the accommodation has adequate toilet and washing facilities for people staying there.

The supplier must be able to verify that any company accommodation provided by its supply chain applies similar standards.

When a worker resigns from their place of work and they have been provided with company accommodation, they must not be charged any financial penalty as a result of leaving the accommodation.



In incidences where an accommodation deposit or bond are paid by workers, the supplier must keep formal records of these and have a formal policy and guidance regarding the application of how a deduction will be applied in the event of damage being caused by an individual worker.