

# Our business principles



At Halcrow, we're proud to be at the forefront of promoting higher ethical standards across the world. Our diverse, global client base consistently tells us that this is one of the core reasons they like working with us.



We insist on honesty, integrity and fairness in the way we conduct our business, and we expect the same from others. Maintaining and building on the high standards we work to is central to our ongoing success.

Corruption, bribery and unfair, anti-competitive actions distort markets and hamper development in many regions of the world. We believe that through our business principles we can play a part in helping to overcome these issues.

Allied to this, Halcrow constantly reviews the countries it operates in, using indices published by Transparency International – the global coalition against corruption – to externally validate our decisions on where we prefer to work.

By embracing this shared vision and encouraging others, we not only help to change the way business around the world is conducted, but we exemplify our purpose – to sustain and improve the quality of people's lives – and make a tangible difference.

**Tony Pryor**  
Chairman

As an international firm operating in many different social and business environments, we're proud of our reputation for high standards, and we're conscious that they apply not only to the way we deliver our services but to the way we run our business.

Built on our vision and values, our business principles guide the way we think and behave, both strategically and on a day-to-day basis. Underpinning them is our long-standing purpose – to sustain and improve the quality of people's lives.

We recognize that, together, our principles and our purpose come with a responsibility to employees, clients, partners and wider society to continuously strive for the highest standards in everything we do. This embraces the values we live by, the work we do, the relationships we have, the footprint we leave and the aspirations we have.

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This statement of business principles provides an insight into these and helps to define not only who we are, but what we are. This means that we must be ethically, environmentally and socially responsible in all we do, acting honestly and fairly in all of our dealings. If we fail in this – which we will do from time to time – we will make good.

This is our promise.

## **Our relationships and responsibilities**

Like any other business we have a number of relationships essential to our wellbeing and ongoing development. Each one is valued not only for the way it drives our business success but for the opportunity it gives us to contribute to society because of our skills, experience and culture – possibly in ways that others can't.

## **Our clients**

Our clients' legitimate needs are the primary driving force of our business, subject to the overriding requirement that we will always act with the highest integrity and with due regard for the principles of sustainable development.

Where tasks or instructions appear contrary to the interests of a client's, or our own, business, society or the environment, we will make the client aware of this and endeavor to persuade them to alter their instructions. Where they're not able to do so, we might ultimately ask to be released from our agreement with them.

## **Our people**

The success of our business depends on the expertise, commitment and loyalty of our employees. As a people-based business, we want everyone to enjoy a healthy work-life balance.

We are committed to providing equality of opportunity, free from harassment and discrimination. We recognize that a diversity of languages, geographies and cultures enriches everyone's lives and we continuously aim to cater for that.

We seek to treat everyone with respect, trust and dignity, observing the human rights of all employees and striving to provide them with safe and healthy conditions of work, and competitive terms and conditions of employment.

## **Our shareholders**

We have a duty to protect shareholders' investments and to provide an acceptable return that rewards their financial commitment, with due regard for the long-term health of the business.

## **Our delivery partners**

We seek mutually beneficial relationships with suppliers, service providers and joint-venture partners who share our values. We see our partners as being central to business success, and as such we expect them to be totally aligned with our business principles. Whether they are able to do this will be an important factor in our decision to enter into, or remain in, such relationships.

## **Society**

We aim to conduct our business in a socially responsible manner with due regard for the customs, laws, needs and preferences of the countries in which we operate. We seek to contribute to the development of communities, engaging with them to ensure we understand and can address their needs and concerns. Embracing diversity and building on what we have already achieved will enable us to be more involved in those communities and the organizations that support them.

## **The environment**

We take seriously our responsibility to conduct our operations with proper regard for the environment and to the health and safety of all involved in our work, as well as to the wider public. We are committed to continuous improvement in the management of the environmental impact of what we do and to our longer-term goal of developing and delivering a sustainable business. Our overriding principle is that we will continue to work in partnership with others to promote environmental care, increase understanding of environmental issues and disseminate good practice.

## **Economic principles**

Profitability is essential to enable us to live and work by our principles and discharge our responsibilities. It is also a measure of both our efficiency and the value that clients put on our services. We will continue to invest in the development of our skills and technology and meet our clients' needs more effectively than our competitors.

## **Business integrity**

Corruption, bribery, and unfair, anti-competitive actions distort markets and hamper development in many regions of the world. At Halcrow we insist on

integrity in all aspects of our business, and expect the same from all those we do business with.

## **Employee conduct**

Above all else, we expect honesty, openness and integrity from our employees in their business dealings. This means we must all act in an ethical, honest and professional way, respecting the dignity and human rights of colleagues and all other people we come into contact with.

Bribery of any form is unacceptable. None of our people may offer, give or receive any gift or payment, which is, or may be, construed as a bribe. Any demand for, or offer of, a bribe or inducement to act in any way contrary to our principles must be rejected immediately.

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We recognize that limited corporate hospitality is given and received as part of building normal business relationships. However, our employees must avoid accepting hospitality or gifts which might appear to place them under an obligation. We have clearly defined rules, by which all of our employees must abide, governing the accepting or giving of gifts, hospitality, and charitable/political



contributions and we are determined to ensure that these are not misinterpreted and may not be used as a device for corruption.

We expect and require all of our people to report promptly to the company any violations of law or company policies that come to their attention, and to co-operate fully in any audit, enquiry, review or investigation by the company.

Our people are required to avoid any contact that might lead to, or suggest, a conflict of interest between their personal activities and the business of the Halcrow group, or between differing business activities within the group.

*Writing about our commitments and responsibilities is one thing; living them is another.*

We do not permit the establishment or maintenance of any undisclosed or unrecorded account, fund or asset, and proper and full records must be made of all transactions on behalf of the firm. Supporting documents must accurately describe and reflect the nature of the underlying transactions.

**Words into actions**

We are judged by how we act. It is vital that our behavior matches our intentions.

Our senior managers are expected to be ethical role models and to act as exemplars of the standards set out in our business principles. They are expected to ensure all employees under their leadership receive guidance and supervision on ethical behavior and legal compliance relevant to their job.

Every employee is assessed against a number

of criteria relating to our business principles as part of their annual career development and performance review.

Where shortcomings are identified that would impact on their ability to fulfill their roles, these are addressed through training and mentoring.

Ultimately, if employees fail to comply with our principles, they are liable to disciplinary action, up to, and including, dismissal.

We are determined to be measured as much by our actions as by our words.

***Bringing our commitments to life***

Writing about our commitments and responsibilities is one thing; living them is another. But through the combined efforts of the business and our people we believe we are doing just that.

This is expressed in a variety of ways including a multitude of individual acts of dedication to a cause: some of which the company is directly involved in; some of which are inspired and driven by our people.

We actively support engagement with local communities and encourage our employees around the world to offer skills and experience to make life-changing contributions. Put simply, this reflects our corporate purpose – to sustain and improve the quality of people's lives.

Alongside this, the Halcrow Foundation is involved with communities in different regions of the world, providing money and skills to create new opportunities.

We've built houses and schools in Sri Lanka; bought fishing boats for people in Banda Aceh; given support to community care projects in the UK; and provided clean water and sanitation for people in Africa.

We see all of these activities – and the many other actions we take – as positive expressions of the Halcrow ethos.

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**halcrow.com**

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