



DELIVERING STRATEGIC SOLUTIONS ACCA'S 2000 ANNUAL MEETING

Elements of an Employment Practices Compliance Program

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Exhibit A Personnel Policy Prohibiting Discrimination and Harassment

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EXHIBIT A

PERSONNEL POLICY PROHIBITING DISCRIMINATION AND HARASSMENT

EQUAL OPPORTUNITY, ANTI-HARASSMENT,

AND NON-DISCRIMINATION POLICY

Statement of Policy

It is the policy and practice of the Company to provide and promote equal employment opportunities for all applicants and employees. It is the responsibility of all employees to ensure that the concepts of equal employment opportunity and non-discrimination are understood, abided by, and carried out by everyone. The goal of the Company's policy is to maintain a workplace that fosters appropriate conduct among employees and respect for individual values and sensibilities. In this regard, the Company is committed to each of its employees and their families and to a work environment that enables employees to be both productive workers and responsible family members. In sum, the Company is committed to a workplace that ensures tolerance, respect, and dignity for all people.

Prohibition of Discrimination and Harassment

It is the policy of the Company to hire, train, promote, compensate, and administer all employment practices without regard to race, color, sex, age, veteran status, marital status, religion, medical condition, national origin, or disability unrelated to the ability to perform a job, or on account of membership or non-membership in any protected category under federal, state, or local laws. Harassment of employees because they are members of any of the foregoing protected groups is also prohibited and will not be tolerated. In addition, sexual harassment is strictly forbidden and will not be tolerated. The Company will take appropriate measures in response to any such incidents which are reported or of which it becomes aware. Every good faith effort will be taken by the Company to fulfill the objectives of this policy.

The Company believes that every employee has the right to work in an environment totally free of sexual harassment and ethnic, racial, discriminatory, or sex-oriented joking or epithets. Such conduct does not advance the purposes of the Company; it is also morally wrong and may subject the Company to legal exposure. Consequently, any employee who engages in such prohibited conduct will be subject to disciplinary action. The level of discipline will be determined on a case-by-case basis and will consist of oral warnings, written warnings, demotion, suspension with or without pay, probation, mandatory counseling or sensitivity training provided by an independent third party, or termination.

Conduct Constituting Prohibited Sexual Harassment

For example, and without compiling an exhaustive list, the following are illustrative of conduct that the Company condemns and prohibits under this policy:

- a. It is sexual harassment for any person to condition benefit such as a certain salary or promotion on the granting of sexual favors or the establishment or continuance of a personal relationship, or to imply to an employee that an award of such a benefit is conditioned upon the granting of sexual favors or the establishment or continuance of a personal relationship.
- b. It is also sexual harassment for any employee to state or imply that an employee's performance is attributable in whole or in part to the sex of that employee.
- c. It is also sexual harassment for any employee to state or imply that any other employee's performance is attributable in whole or in part to the sex of that employee.
- d. It is also sexual harassment for any person to engage in any type of conduct which has the effect of unreasonably interfering with another employee's work or creates an intimidating, hostile, or offensive work environment.

While it is not possible to list all the behaviors that may violate this policy, examples of behavior that violate this policy include:

- a. Repeated and unwelcome sexual flirtations, advances, or propositions;
- b. Requests or pressure for sexual favors;
- c. Jokes, stories, or verbal abuse of a sexual nature;
- d. Comments about a person's body or about a person's sexual activities, deficiencies, or prowess;
- e. Sexually explicit, offensive, or degrading words used to describe a person;
- f. Cornering, leering, whistling, brushing against the body or other suggestive or insulting comments and gestures, and unnecessary physical contact;
- g. The display in the workplace, while on the job or at a Company function, of sexually suggestive objects, pictures, or cartoons;
- h. Inquiries into one's sexual experiences or sexual activities; and
1. Unwelcome or unnecessary physical contact.

As an employee of the Company, you should be aware that the issue of whether conduct constitutes harassment or discrimination may depend on how the conduct is viewed by the employee who is subjected to the conduct. Any employee who initiates or persists in this prohibited conduct assumes the risk of violating this policy if the person who is the object of the conduct views it as offensive; accordingly, such an employee may be subject to discipline, even if the conduct might not have been intended as offensive.

Conduct Constituting Prohibited Ethnic, Racial, Discriminatory, or Sexual Joking and Epithets

For example, and without compiling an exhaustive list, the following are illustrative of conduct that the Company also condemns and prohibits under the policy:

- a. It is prohibited at the Company for any employee to bring any item to the work premises for purposes of a racial, ethnic, discriminatory, or sexual joke or epithet.
- b. It is also prohibited for any employee to use Company property, bulletin boards, e-mail or voice mail systems, or documents for purposes of a racial, ethnic, discriminatory, or sexual joke or epithet.
- c. It is also prohibited for any employee to deface Company property or the personal property of anyone else for purposes of a racial, ethnic, discriminatory, or sexual joke or epithet.
- d. It is also prohibited for any employee to utter or use any racial, ethnic, discriminatory, or sex jokes or epithets at work, or when referring to or about any other person, be they an employee or a non-employee.
- e. It is also prohibited for any employee to harass anyone else due to his or her race, color, ethnic background, age, veteran status, national origin, religion, marital status, or disability.
- f. It is also prohibited for any employee to bring in or display in the workplace any materials having an offensive content (such as pornography).

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Application of the Policy to Non-Company Employees

The Company's policy also applies to the dealings of any employee with non-employees such as customers, vendors, and members of the public. Furthermore, the policy also applies to individuals who do business with the Company, who are present on the Company's premises, or who interact with any employee of the Company while the employee is on duty.

Procedure upon the Occurrence of Prohibited Conduct

Any employee who believes they have been subjected or exposed to sexual harassment or ethnic, racial, discriminatory, or sexual comments, jokes, or epithets has the right to have such activity terminated immediately. An employee is encouraged to come forward with complaints about alleged violations of the Company's policy. A complaint need not be limited to someone who was the target of the offending conduct, as anyone who has observed any alleged violations of the policy is also encouraged to report it. In addition, any employee also may seek to resolve any such problem through the Company's Employment Dispute Resolution Program.

Reporting Procedures

Complaints can be directed to multiple persons within the company, including:

- a. An employee's supervisor;
- b. Any member of the Human Resources staff;
- c. Any member of senior management located at the employee's office;
- d. The group legal director or
- e. The company's group personnel director in London; and/or;
- f. To the outside employee hotline number, (800) xxx-xxxx.

For further options and additional information regarding reporting procedures, consult the Company's Employment Dispute Resolution Program. If it is determined that an individual engaged in conduct in violation of the Company's policy, corrective action will be taken immediately, including the possible termination of the offending party.

Prohibition on Retaliation

Retaliation of any form against anyone who complains pursuant to this policy is strictly prohibited by the Company. The prohibition against retaliation also applies to any employee involved in or cooperating with any investigation of alleged offending conduct under this policy. Any acts of retaliation will be considered a violation of this policy, and corrective action will be taken immediately, including the possible termination of any individual who engages in retaliation of any form.

EXHIBIT B

PROTOCOL FOR RESPONDING TO

COMPLAINTS OF SEXUAL HARASSMENT

PROTOCOL FOR CONDUCTING AN INTERNAL COMPANY

INVESTIGATION INTO ALLEGATIONS OF SEXUAL HARASSMENT

The Process

Upon receiving a complaint of sexual harassment, the Company will gather all facts necessary to make an informed decision in order to resolve the complaint and take corrective action if necessary.

The General Counsel (or lawyer or other individual appointed by him or her) and the Human Resources Director will act as the two internal investigators. Ideally, one investigator will be male and the other female. The investigators' goals shall be to find out the relevant facts in an unbiased manner. They must be sensitive to the issue of sexual harassment in the workplace and its effect upon victims.

The investigators shall thoroughly document their work. A file will be created which contains the investigators' notes, any statements they take, copies of their report and the documentation of any subsequent disciplinary action. This documentation shall not be placed in the personnel file of any employee.

The investigation will be conducted in a confidential fashion. The investigators should carry out their work in private. The individuals conducting the

The investigation will be conducted in a confidential fashion. The investigators should carry out their work in private. The individuals conducting the investigation will work alone and without any interference. The investigators will keep to themselves the information they have developed, and their notes will be kept in a confidential fashion. Their investigatory file will be stored in a safe and secure place where no one other than the investigators has access to the documents.

The Investigation

The investigators will gather all the relevant facts and interview all witnesses as soon as possible. The investigators will keep an open mind about the issues. The investigators will review the personnel files of the alleged victim and the alleged harasser. The alleged victim of sexual harassment will be the first person interviewed by the investigators. The alleged victim will be informed by the investigators that the Company takes any complaint of sexual harassment very seriously, and that the complaint will be thoroughly investigated. The alleged victim will not be promised complete confidentiality. The interview will consist of answers to who, what, when and where type of questions. The investigators will thoroughly document what the alleged victim claims to have happened, the presence of any substantiating factors or witnesses and the effect of the alleged harassment on the victim. The investigators will inquire as to what action, if any, the alleged victim believes would prevent a further recurrence of the alleged harassment. The investigators will also assess the credibility of the alleged victim.

After the alleged victim is interviewed, the investigators will interview the alleged perpetrator/ harasser. The investigators will advise the alleged harasser that the Company is investigating a complaint, and that no decision has been made with respect to the veracity of the allegation. After being informed of the specifics regarding the charges of the alleged victim, the alleged perpetrator will be asked to respond to the charges in detail. Who, what, when and where type questions will be utilized by the investigators. Substantiating factors or witnesses identified by the alleged perpetrator should be identified. The investigators will assess the credibility of the alleged harasser.

The investigators will then question any corroborating witness identified by the alleged victim or the alleged perpetrator. Who, what, when and where type questions will also be utilized in the questioning of witnesses. The investigators will also assess the credibility of witnesses.

Evaluating the Facts

After all the facts have been gathered, the investigators will review the data and come to a conclusion as to whether or not sexual harassment actually occurred. When evaluating whether or not comments or conduct constituted sexual harassment, the viewpoint of a "reasonable person" will be the benchmark. If a reasonable person would take offense or view conduct as constituting sexual harassment, the Company's investigators will conclude that evidence exists to substantiate a violation of the Company's personnel policy. When evaluating the facts gathered in the investigation, the relevant inquiry will be whether or not the conduct was unwelcome.

After coming to a conclusion as to the validity of the complaint, the investigators will draft a thorough and even-handed report. The facts gathered will be reported chronologically, and details will be set forth in the report as to the facts learned during the investigation. A conclusion will be stated as to the issue of whether or not evidence exists to substantiate a violation of the Company's personnel policy. The report will conclude with recommendations of action that will be taken to prevent further harassment.

Any document generated in connection with this Internal Company Investigation Protocol will not be placed in the personnel file of the complaining individual, including, but not limited to, investigation and interview notes, final reports, discipline imposed on the perpetrator, and the summary of the points of the investigation, except that, if the complaining individual files more than three complaints about different perpetrators and the investigator in good faith believes the complaining individual's complaints are not made in good faith, then he or she can document that fact in the complaining individual's personnel file. The complaining individual will be informed that Internal Company Investigation Protocol documents will not be placed in his or her personnel file.

Imposing Discipline and Debriefing the Complaining Party

The imposition of discipline will be timely. Documentation will be placed in the personnel file of the perpetrator to verify the discipline imposed by the Company. The level of discipline will be determined on a case-by-case basis. These include oral warnings, written warnings, demotion, suspension with or without pay, probation, termination or requiring the harasser to undergo counseling or sensitivity training.

The victim will also be notified both orally and in writing of a summary of the points of the investigation, the people interviewed, and for any instance in which a determination has been made that the Company's personnel policy on sexual harassment was violated, the corrective action the company is taking and the remedial measures which have been undertaken to prevent a further reoccurrence of the situation.

* * * *

In carrying out any investigation of discrimination, harassment, retaliation, or an alleged violation of the Company's personnel policies, the investigators will endeavor to follow the guidelines of the U.S. Equal Employment Opportunity Commission as set forth in the EEOC's Enforcement Guidance Memorandum of June 18, 1999. This protocol is not intended to be a substitute for the good judgment, common sense, and discretion of the investigators and/or the Company's management; therefore, the interpretation of this protocol is subject to the sole discretion of the Company's management.

EXHIBIT C

WORKPLACE SENSITIVITY TRAINING CURRICULUM

FOR MANAGEMENT PERSONNEL

1. Overview of Harassment Policy
2. Detailed Definitions of Discrimination and Harassment
3. Examples of Behavior that Could Constitute Discrimination and Harassment
4. Reasons for Preventing and Remediating Discrimination and Harassment

Legal Duties

Liability

Exposure

Business Impact

5. Prevention Techniques
6. Detailed Overview of Complaint and Investigation Process
7. Importance of Anti-Retaliation Policy
8. Equal Opportunity, Anti-Discrimination, & Anti-Harassment Policy

WORKPLACE SENSITIVITY TRAINING CURRICULUM FOR NON-MANAGEMENT PERSONNEL

1. What is Sexual Harassment?
2. What Do I Do If Sexual Harassment Occurs?
3. Overview of Company's Equal Opportunity, Anti-Discrimination, & Anti-Harassment Policy

EXHIBIT D

COMPLAINT HOTLINE

INTAKE PROCESS AND QUESTIONNAIRE

HOTLINE INTAKE PROCESS

As part of its personnel policy on sexual harassment, the Company utilizes an external hotline telephone service. The phone number for the hotline is (800) xxx-xxxx. The hotline is operated by Employment Practices Solutions, LLC. The hotline is available on a twenty-four hour basis and 365 days a year. The hotline is manned by service providers Monday through Friday from 9 a.m. to 7 p.m. EST. When a telephone call is placed to the hotline, an employee may make an anonymous complaint, or make a complaint by name. The service provider will ask questions of the caller and complete the intake form attached at page D-2. The goal of the process is to assist the employee, resolve his or her concerns, or convey relevant information to the Company to enable it to investigate, prevent, or correct any violations of its personnel policy on sexual harassment. As a matter of protocol, the service provider will advise the employee who initiated the call that the Company will be furnished with any information conveyed to the service provider and the notes placed on the intake form. The intake form attached as D-2 or any information contained thereon shall not be admissible in any court or administrative proceeding, except for purposes of impeachment of the complaining employee.

COMPLAINT HOTLINE INTAKE QUESTIONNAIRE

Date/Time initial call:

Location:

Time in position:

Other:

Complainant:

Company:

Company:

Position:

Phone we can call: Work:

Home:

Company Interviewer:

Date /Time Interviewed:

Nature of Complaint:

Sexual Harassment Other Harassment Discrimination Other

Details of Complaint:

Name and Position of Accused:

How long problem has been going on:

Action taken by interviewer:

(List all contacts or attempts to contact complainant/company contact)

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