

COLLABORATIVE BUSINESS RELATIONSHIPS POLICY

Established in 1897, we are the UK's leading family-owned development, building and property maintenance company. We employ over 4,000 people and work with a wide range of public and private sector customers and partners. Now in our fourth generation of family ownership, we're committed to the long-term sustainability of the built environment and to making our industry more inclusive and representative of the communities we work in. We are driven by our shared purpose of reimagining places for people to thrive.

We are committed to working alongside our customers, shareholders, colleagues, business partners, suppliers plus our wider communities, in order to provide the best value and level of service to all. We consistently work to satisfy their needs and surpass their expectations. This enables us to:

- Achieve our stated targets and goals
- Ensure we remain the service provider of choice

Our approach to building Collaborative Business Relationships is a professional one based on our Guiding Framework. We will hold the requirements and expectations of our customers, our partners and stakeholders in the highest regard. We comply with all legal requirements and always act in an open and honest manner.

We are committed to continuously developing, reviewing and maintaining our business management processes to ensure that we enhance the level of partnerships that we offer and deliver outstanding results.

We are committed to actively seeking the views of all those who have a business relationship with us to ensure we are acting in the best interests of all those involved in the relationship. We strive to fulfil all agreed mutual objectives for the overall benefit of the partnership.

We will hold the requirements and expectations of our customers, our partners and stakeholders in the highest regard. We comply with all legal requirements and always act in an open and honest manner.

We are committed to continuously developing, reviewing and maintaining our business management processes to ensure that we enhance the level of partnerships that we offer and deliver outstanding results.

The Executive Committee has overall responsibility for ensuring this policy is complied with. It will be reviewed at least once a year and at such other times as may be required, to ensure it remains relevant and appropriate to the aims and objectives of our business.

For and on behalf of the Executive Committee



EOGHAN O'LIONAIRD
Chief Executive, June 2024

We are committed to actively seeking the views of all those who have a business relationship with us to ensure we are acting in the best interests of all those involved in the relationship. We strive to fulfil all agreed mutual objectives for the overall benefit of the partnership.

In adhering to this policy, we will:

- Consistently and reliably deliver on our partnership commitments, setting in place collaborative measures to enhance our performance and meet the objectives of the relationship
- Implement and continually improve our Operating Framework to ensure it:
 - » Assigns quality accountabilities within the business as appropriate
 - » Removes or reduces the likelihood and effect of business and project quality risks before they occur and deals effectively with issues if they do
 - » Provides a basis for improving our performance
 - » Continues to meet the needs of our business and those of our collaborative business relationships
 - » Outlines appropriate and effective corrective action to deal with issues that may arise which also helps us understand root causes

This policy applies to all our employees and those working with us or on our behalf. Successful implementation requires everyone to cooperate, commit and assist us to ensure that collaborative business relationship issues and risks are given adequate consideration.

