

DIGITAL CONSTRUCTION AND ENGINEERING 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 working together to inspire better ways of creating the places, communities and businesses of tomorrow.

Our aim is to be a leader of digitalisation in the built environment. We will achieve this by using digital technologies to develop business models that create value for our customers and opportunities for ourselves to improve revenue, profitability, and operational effectiveness.

Our approach to Digital Construction and Engineering is driven by our guiding framework and strategic priorities. This policy supports the digitalisation of our business in covering the following activities:

- Create – how our business authors new digital information and data through digitisation
- Integrate – how our business uses digitalisation to integrate digital information and data
- Deliver – how our business delivers digital information and data to our customers because of digitalisation

We recognise the importance of Digital Construction and Engineering, Building Information Modelling (BIM), Information Management, and Data Engineering to enable us to embrace a digital and data-driven future. This policy integrates these disciplines into a unified and holistic approach to ensure we can successfully use digitisation and digitalisation to support Digital Construction & Engineering.

Under this policy our operating model and activities will be structured as follows:

Wherever we operate, we seek to develop enduring relationships based on mutual trust, respect, and an understanding of the impact our business has.

Our Processes ~ Digitalise our Operating Framework to demonstrate compliance with ISO standards such as ISO 9001 and ISO 19650. ~ Digitalise our end-to-end Digital Construction & Engineering processes.

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
October 2023

Our People ~ Allocate and train people to meet the job profiles that support our digital aims and objectives. ~ Embrace a digitally inclusive culture that recognises the importance of diversity, equality, and development.

Our Governance ~ Apply governance principles that allows digital Construction & Engineering to support our organisational size and shape ~ Integrate our digital activities with other disciplines to generate added value.

Our Tools and Technology ~ Embrace and implement cyber-physical construction in our activities by using Digital Twin approaches. ~ Support our data management capabilities to provide accessible and accurate data. ~ Ensure our digital approaches and solutions are agile and flexible by supporting business improvement and transformation activities.

Our Key Performance Indicators (KPIs) ~ Implement KPI's to measure our digital performance, growth, and maturity. ~ Capture benefits realisation and use this to drive digital adoption and implementation.

Our Culture ~ Encourage innovation and continuous improvement into our digital activities. ~ Embrace responsible entrepreneurship to allow us to identify business opportunities. ~ Support our diversity, equality, and inclusion aims which are enabled by our digital capabilities.

Our Customers ~ Understand and deliver to our customers' digital requirements whilst adding value. ~ Create digital propositions in new areas to meet emerging customer needs.

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 digital construction and engineering issues and risks are given adequate consideration.

**CREATING
TOMORROW
TOGETHER.**