

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 reimagining places for people to thrive.

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.

This policy supports our strategic priorities and 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.

Wherever we operate, we seek to develop enduring relationships based on mutual trust, respect, and an understanding of the impact our business has. To support this, our Digital Construction & Engineering operating model and activities are structured as follows:

Our Processes

- Digitalise our Operating Framework to demonstrate compliance with ISO standards such as ISO 9001 and ISO 19650
- Digitalise our whole life cycle 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, June 2024

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 across disciplines and businesses to generate added value

Our Tools and Technology

- Embrace and implement cyber-physical construction in our activities, for example 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, optimisation, 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

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.

