

Established in 1897, we are one of the UK's leading family-owned development, building and property maintenance companies. In 2025, we generated £29.2m in statutory profit before tax from a turnover of £2.56bn, working with a wide range of public and private-sector customers and partners. With 6,000 employees and 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 an Investors in People Gold-accredited company, driven by our purpose of reimagining places for people to thrive.

We are committed to coordinating and organising our business activities to provide the best value for our customers, shareholders, colleagues, business partners, suppliers plus the wider communities in which we work. We aim 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 Business Management is one of professionalism and we hold the requirements and expectations of our customers in the highest regard. We are committed to managing all aspects of our business legally. We compete for and deliver our business fairly.

We are committed to aligning our business management principles with the aspirations set out in the Government's industrial strategy 'Construction 25' and work within the Fair Payment charter where practicable. We are committed to continually developing, reviewing and maintaining our business management processes to ensure that we enhance our customer experience and deliver outstanding results.

We are committed to actively seeking and acting on the views of all those who work with us to develop a performance approach to our business transactions.

We optimise the outputs of our service delivery for mutual benefit across all our stakeholder groups. We

measure and publish where appropriate our business management performance.

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

We are committed to ensuring our approach has a positive and lasting impact on society, and continually strives to reduce the impact of our activities.

In adhering to this policy, we will:

- Work with our customers to understand their needs and expectation and to deliver on our commitments
- Implement a set of principles which will inform our decisions at work, ensuring respect for our people
- Set ourselves challenging financial targets and measure our progress. This will provide a sound basis for investors funding our strategy
- Remove or reduce the likelihood and effect of business and project risks before they occur. If issues do occur, we will effectively deal with them
- Only carry out direct marketing to organisations and individuals where we have their consent

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 business management issues and risks are given adequate consideration.

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

A stylized, handwritten signature in blue ink, appearing to read 'Eoghan O'Lionaird'.

Chief Executive Officer, June 2026