



Procurement

Commitment

- The Group is committed to sustainable and fair procurement that realises value for our clients and ourselves.
- Our aim is to procure goods and service at the right quality, delivered in a timely manner and at the optimum whole-life value.
- We seek to form mutually beneficial, long-term and trust-based relationships with our suppliers. We act with integrity and respect and require our suppliers to behave in the same way with their employees and supply chains.
- We evaluate the business ethics and behaviours of potential suppliers and partners and the respect they have for people.
- We comply with international best practice, legislation, codes of practice and standards, as well as client-specific requirements in every country in which we work. We are committed to avoiding the use of slavery or human trafficking within the Group and our supply chain.

Responsibility

- An Executive Board director is responsible for procurement and ensures we take a holistic approach to our requirements, that our processes are open and that tender assessment is transparent and fair.
- The Group procurement manager is responsible for implementing this policy, monitoring its use and effectiveness, and for auditing the control systems embedded in our business management systems.
- All employees must refer to the Group's delegated authority list that defines the maximum approval limits assigned to members of staff.

Approach

- We use our procurement processes to explore market opportunities, assess risk and implement strategies to ensure that we meet our needs for goods, services, and utilities that deliver value for money on a whole-life basis.
- We aim to generate benefits for the Group, its stakeholders, clients and society in general, while minimising any negative impact on the environment.
- We undertake appropriate due diligence in evaluating contractors, suppliers and business partners before formalising relationships with them.
- We require our contractors, suppliers and business partners to follow the same approach to procurement and to work with minimum risk to themselves or others. They must demonstrate their compliance with national legislation and regulations to protect the environment and are expected to foster good relations with their employees and local communities.
- We treat all contractors, suppliers and business partners fairly, pay them promptly in line with our contracts, and provide them with honest feedback on their performance.
- Our arrangements with contractors, suppliers and business partners allow us to withdraw from contracts in the event that breaches of their commitments or unethical business practices become apparent.

A handwritten signature in black ink that reads 'K. S. Howells.'

Keith Howells
Chairman