



# Collaborative business relationship management

## Purpose

This policy sets out our approach to working collaboratively with our clients, other organisations and our people to achieve shared outcomes. It sets out the way in which we will deliver our projects and strive to maximise the benefits of collaboration in everything that we do.

## Commitment

The Group is committed to working with clients, organisations and our people openly and constructively, with a shared vision and goals. We believe that working collaboratively both internally and externally provides the best outcomes for our clients, business partners, supply chain and ourselves.

The International Standard for Collaborative Business Relationships – ISO 44001:2017 – provides the strategic framework for policies, processes, culture and the behaviours required.

When a client requires our approach to collaborative working to follow ISO requirements, we can offer ISO 44001 certificated delivery.

## Responsibility

To follow the ISO 44001 requirements in our EUNA region, a senior executive has been appointed as the senior executive responsible (SER) for collaborative working.

The regional general managers are accountable for developing collaborative objectives to enable us to meet clients' expectations and to get the best out of working with our partners.

Our collaborative working solutions, that follow ISO 44001, are embedded in our corporate way of working and STEP processes. We monitor business relationships through the Collaborative Business Relationship Management System to make sure that intentions are carried out through actions and behaviours. Our pursuit of collaboration is not time limited: it is continuous, and we seek constant improvement.

The SER will delegate responsibilities to others in the organisation as appropriate.



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## Approach

We will apply the ISO 44001 framework within our Collaborative Business Relationship Management System on a project-by-project basis, as appropriate for our partner relationships.

Our approach is founded on the principle that working collaboratively on projects, brings business benefits for all stakeholders.

Successful collaboration, and the benefits it brings, are supported by:

- Clear and effective collaborative leadership, with expectations that all participants will apply a mindset and behaviours that support collaboration.
- Taking a One Team approach in which decisions and actions are taken in the best interests of the project for the client and the societies they support.
- Support for the whole team to meet internationally recognised standards for business ethics, employment practices in line with the International Labour Organization's policies and optimising outcomes to maximise sustainable opportunities.
- Aligned objectives and outcomes, with continuous effort to maintain alignment and manage any areas of nonalignment.

To support the development of appropriate behaviours, we will adapt our assessment, measurement and development processes to encourage successful collaborative working behaviours.

A handwritten signature in black ink, appearing to read 'James Harris'.

**James Harris**  
Executive Chair