



# Supply chain

## Purpose

This policy will develop a resilient supply chain where our suppliers, including contractors and partners, are treated fairly, operate with shared values and deliver real benefits to our employees and clients to help us become a more sustainable business.

## Commitment

The Group is committed to maintaining our reputation as a sustainable and socially responsible business by working with a supply chain that has similar values, forming resilient, mutually beneficial, long-term, and trust-based relationships.

We seek to:

- Use innovative methods to procure goods and services sustainably, ethically, at the optimum value and required quality, with deliveries to us made in a timely manner.
- Act with integrity and respect and require our suppliers to behave in the same way with their employees and supply chains.
- Evaluate the business ethics, values and behaviours of existing and potential contractors, suppliers, and business partners.
- Treat our supply chain fairly and consistently and pay them in line with our contract, providing open and honest feedback on their performance.

## Responsibility

It is our responsibility to comply with international best practice, legislation, codes of practice and standards, as well as appropriate client-specific requirements in every country in which we work.

We undertake appropriate due diligence in evaluating the risk associated with each procurement activity prior to formalising relationships with contractors, suppliers, and business partners.

An Executive Board director is responsible for ensuring that this policy is applied across the Group. The Group operations manager is responsible for implementing this policy, monitoring its use and effectiveness, and for auditing the control systems embedded in our business management systems.

Our employees must refer to and comply with the Group's delegated authority list that defines the maximum approval limits assigned to members of staff.

Our supply chain partners are required to:

- Comply with our ethics policy.
- Foster good relations with their employees, local businesses and communities.
- Demonstrate their compliance with applicable legislation and regulations.
- Adopt the same principles described in this policy with their own supply chain.
- Champion a wellbeing culture where employees work safely and responsibly with minimum risk to themselves and others.



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## Approach

We use our procurement processes to explore market opportunities, assess risk and deliver value for money.

In doing so, we aim to:

- Generate benefits for the Group, its stakeholders, clients, and society in general, while minimising any negative impact on the environment.
- Procure sustainable goods that offer best value and support us in our aim to comply with the UN's sustainable development goals.

We will withdraw from existing arrangements in the event of a breach of these commitments or any unethical business practices becoming apparent.

A handwritten signature in black ink, appearing to read 'Mike Haigh'.

**Mike Haigh**  
Executive Chair