

Our commitment to Collaborative Working Relationships

Our collaborative working policy is to operate our business within an embedded structured collaborative working framework. In the course of our company activities, we may identify opportunities to work collaboratively. This may be on a one-to-one basis or as part of a wider collaboration.

The decision to choose collaboration as the preferred working model will be based on perceived benefits to all stakeholders such as:

- Enhanced competitiveness, efficiency and effectiveness.
- Sharing and promotion of best practices and challenging established working practices.
- Improved management of time, costs and resources to deliver joint efficiencies.
- Creating additional value by sharing knowledge, skills and resources.
- Identifying uncertainties, sharing project risks and managing them more effectively.
- Establishing collaborative culture and behaviours to secure successful outcomes in joint projects.
- Developing mutual trust and working relationships to capitalise on future opportunities.

Collaborative Arrangements

Our collaborative arrangements include:

- Recruitment and development of talented and passionate people with the right skills and behaviours for collaborative working.
- Appointment of a Senior Executive Responsible (SER) for each relationship and authority for ensuring that relationship plans and associated arrangements are fully deployed and that joint objectives are achieved.
- Identification and evaluation of strategic opportunities that would benefit from a collaborative approach including those involving multiple partners.
- Understanding and management of the risks and opportunities relating to effective collaborative working.
- Provision of the necessary resource and infrastructure to support the delivery of collaborative working objectives.

Objectives and Targets

Objectives and targets will be agreed upon with our collaborative partners for each individual project. These will be chosen to be mutually beneficial to all partners involved whilst supporting our business objectives.

Targets and objectives will be regularly reviewed as part of the routine management of the individual contract.

Responsibilities for Collaboration

A Senior Executive Responsible (SER) for collaborative relationships will be appointed with responsibility for ensuring that our collaborative arrangements are fully documented, implemented and maintained. The senior H&V Building Services Ltd representative for each individual collaboration will be designated as the project SER responsible for representing our companies' interests, influencing joint management teams and ensuring that our collaborative working policies, plans and procedures are implemented correctly.

Continual Improvement

Our collaborative working arrangements will be regularly reviewed and continually improved to meet the changing needs of the business and our existing collaborative relationships.

Relationship Management Plans will be reviewed and updated at key planning stages and throughout the operational life cycle of the project.



Signed:

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On behalf of H&V Building Services Limited