

## OUR POLICY

### OBJECTIVE

The purpose of this policy is to foster a sustainable business culture by cultivating long-term, positive relationships within the M25 community. This enables the delivery of innovative, efficient, and high-quality solutions that meet stakeholder requirements, guided by the principles of fairness, value, and efficiency. The Chief Executive Officer leads the implementation of this policy, with contributions from all team members.

### WHAT THIS POLICY DEMANDS OF US

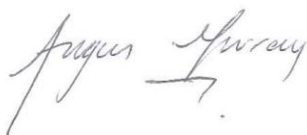
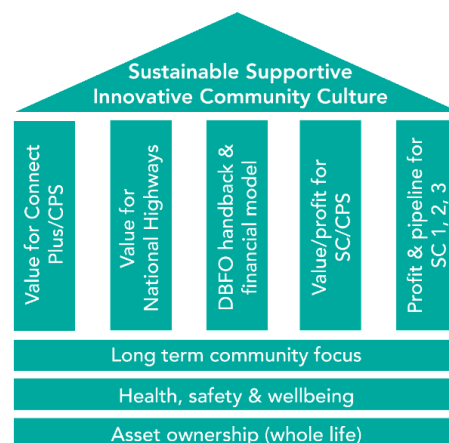
**We focus on how each of us delivers and impacts** on another's objectives and delivery. We maintain that focus through in depth face to face engagement, mature relationship management processes and capability, robust and timely feedback, and performance monitoring through evidence on hard and soft issues.

**We engage our M25 Community as one team** strategically aligned to a common vision, set of values and behaviours. We share knowledge across the community to ensure a common understanding of delivering work in a volatile, uncertain, complex and ambiguous environment on the M25 Network.

**We engage, develop and nurture our people and teams**, beyond commercial, technical and collaborative capabilities, to develop awareness, personal mastery and techniques to build relationships, empowerment, hold each other to account and manage issues through dialogue and listening.

### **We maintain a management system that complies with ISO 44001:2017.**

We recognise that the necessary people, processes, documents and tools need to be in place to maintain a capacity and appetite for collaboration, leadership alignment, and essential skills to ensure honest challenge, feedback and continuous improvement. Performance measurement tools are linked to the DBFO Contract, good performance is consistent with high-level longer-term reward to encourage a joint approach to risk and opportunity management and to delivering innovation.



Angus Murray  
Chief Executive  
January 2025