

Our business model



What we do

Support services

- Infrastructure
- Property facilities management
- UK, Canada, Middle East

Resources

Financial strength



For more information
See pages 38 to 47

Excellent people



For more information
See pages 26 to 29

First class expertise



For more information
See page 9

Leadership in Health and Safety



For more information
See pages 26 to 29

Leadership in sustainability



For more information
See pages 26 to 29

How we add value



Support Services

Project Finance

Construction

How we do it

Centralised operating platform

This enables us to implement our policies and processes consistently across the Group, to manage our back-office functions efficiently, to deliver cost management and efficiency programmes effectively and provide senior management with visibility and control to support the successful delivery of individual contracts and the Group's key objectives. This platform is also readily scalable, which means it can accommodate the new contracts we win and the businesses we acquire.

Living our Values

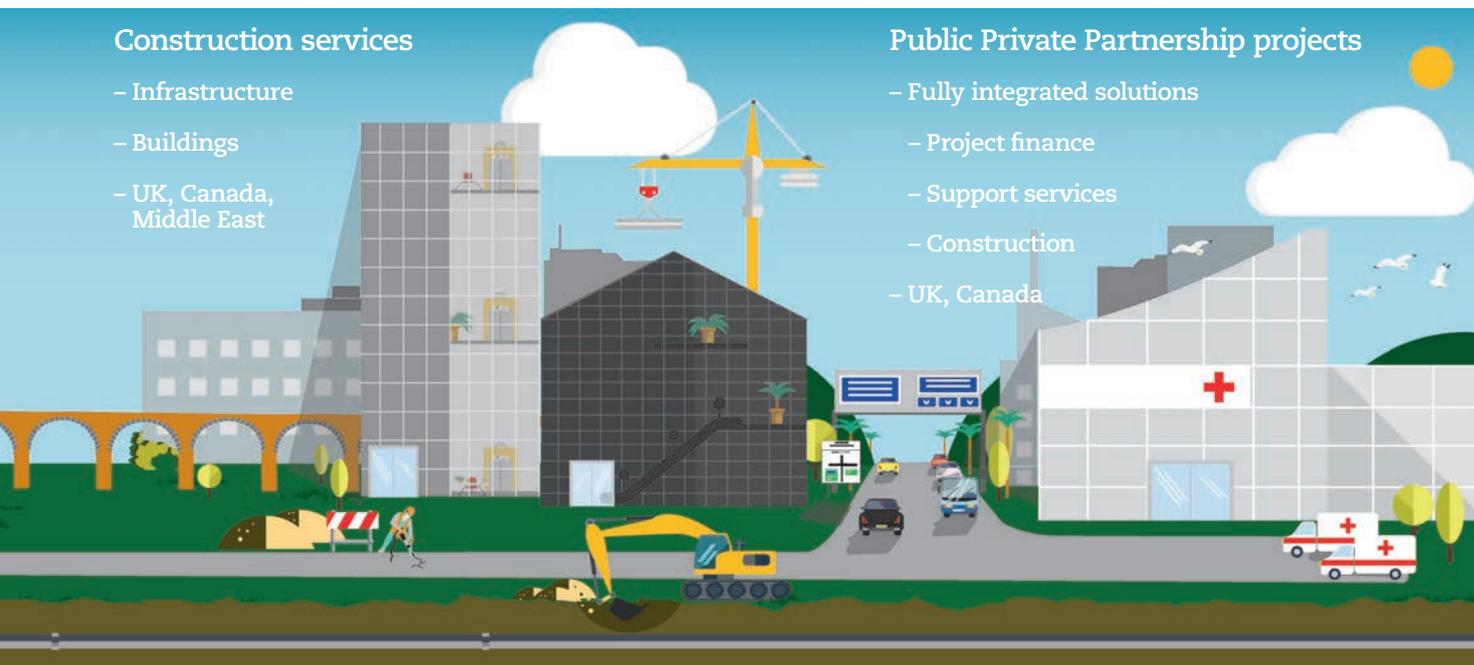
A culture in which our employees instinctively live our Values in everything they do is fundamental to the success of our integrated business model and centralised operating platform and to achieving high standards of service delivery and corporate governance.

High standards of corporate governance

This is a cornerstone of our business, with rigorous policies, procedures and mandatory training that are designed to create a responsible business culture, which defines the way we do business and enables us to achieve high-standards of customer service, risk management and accountability.

Strong risk management

Rigorous risk management processes that identify, manage and mitigate risk are fundamental to the success of our centralised operating model.



Construction services

- Infrastructure
- Buildings
- UK, Canada, Middle East

Public Private Partnership projects

- Fully integrated solutions
- Project finance
- Support services
- Construction
- UK, Canada



Embedding sustainability into everything we do

By embedding sustainability into everything we do, in order to lead our sector as the benchmark for delivering economic, social and environmental responsibility, we seek to drive customer demand for sustainable solutions and be their trusted provider of choice.

Building long-term partnerships with customers, partners and suppliers

With contracts that last for up to 30 years or more, creating trusted, long-term partnerships with customers, whose satisfaction we monitor and measure using Net Promoter Score, together with strong relationships with partners and suppliers, is essential to the success of our business.

First-class supply chain management

We have a sector-leading supply chain management system, based on category management, which involves teams of supply chain professionals who specialise in buying individual goods and services, to meet the Group's needs world-wide, from suppliers who are carefully selected and vetted against a wide range of performance criteria. This enables us to build strong, trusted relationships with fewer high-quality suppliers, to whom we can offer greater volumes and long-term visibility, and from whom we obtain competitive prices.

Key outputs

A sustainable business that creates value for all our stakeholders. We reinvest some of that value to continue growing our business.

Financial strength

Delivering profitable growth with cash-backed profit in order to provide attractive returns for our shareholders and continue investing in our business to support our strategy for growth, while maintaining a robust capital structure and the confidence of the debt and equity markets.

Excellent people

Developing and attracting excellent people to create a vibrant, diverse and flexible workforce, committed to delivering profitable, sustainable, high-quality, value-for-money services for our customers.

Developing and attracting high-quality partners and suppliers with whom we form long-term partnerships to support service delivery.

First-class expertise

Developing the knowledge and skills we have across our business through investing in training and by transferring knowledge and expertise between and across all our businesses to enhance our ability to design and deliver bespoke solutions for customers.

Leadership in Health and Safety

Enhancing our credentials as a recognised leader in Health and Safety, which is our priority and important to our customers, helping us to win more work and deliver it safely.

Leadership in sustainability

Building an increasingly sustainable and successful business, further enhancing our credentials as a trusted and leading responsible company, by achieving our sustainability targets, engaging our people and supporting our customers' sustainability ambitions.