



**CIVIL
CONNECT**
PLC

Operational Excellence

September 2025

Foreword: A Company-Wide Commitment

Operational Excellence is the strategic foundation upon which Civil Connect PLC is built. It is not a project or an initiative, but the fundamental way we conduct our business. It is a shared mindset, a cultural commitment to the relentless pursuit of improvement, and the mechanism by which we deliver certainty, value, and lasting quality for our clients, our people, and our communities.

This policy provides a strategic framework for our entire company, defining what excellence looks like in practice and establishing the systems that empower our teams to achieve it. It ensures that our clients receive the same high standards of safety, quality, and performance that our name represents.

Excellence is the thread that connects every part of our company. It is our collective promise to our clients and the standard we set for ourselves. This policy is our blueprint for turning that promise into a tangible reality on every project, every day.

Ramon Bell

Chairperson of Civil Connect PLC

The Core Pillars of Our Operational Excellence

Our approach is built upon a foundation of five interconnected pillars. These are the non-negotiable principles that guide decision-making and action across the company.

1. Uncompromising Quality & Delivery Certainty

We deliver enduring value through meticulous planning, right-first-time execution, and a commitment to exceeding client expectations. This is achieved through a robust Quality Management System (QMS), certified to ISO 9001 standards, which is embedded in our digital project delivery platforms. We leverage Building Information Modelling (BIM) and digital construction techniques to enhance accuracy, minimise rework, and provide absolute certainty on project outcomes.

2. People First: A Culture of Safety, Health & Wellbeing

Our people are our greatest asset; their safety and wellbeing are paramount. Our goal is zero harm, supported by a proactive, behaviour-based safety culture. We go beyond compliance to foster an environment of psychological safety and actively promote mental health awareness and support. Continuous investment in industry-leading training, modern equipment, and certified safety management systems (ISO 45001) empowers every individual to be a leader in safety.

3. Sustainable Futures: Environmental & Social Responsibility

We are dedicated to building a sustainable legacy. Our environmental strategy is focused on achieving Net Zero Carbon, embracing circular economy principles, and enhancing biodiversity on our projects. We manage our environmental impact through an ISO 14001 certified system, driving resource efficiency, minimising waste, and innovating with sustainable materials. We extend this commitment to our supply chain, ensuring our partners share our vision for a responsible and resilient future.

4. Process Optimisation & Digital Innovation

We relentlessly pursue efficiency by embedding lean principles and a culture of continuous improvement. We challenge conventional methods and invest in research and development to pioneer new solutions. Digital transformation is central to our approach; we use data analytics and integrated technologies to streamline workflows, enhance productivity, and provide real-time insights, ensuring projects are delivered on time, on budget, and to the highest standard.

5. Client-Centric Partnership & Lifecycle Value

We succeed when our clients succeed. We build lasting, collaborative partnerships founded on trust, transparency, and a deep understanding of our clients' objectives. We engage early to drive innovation and maximise value, focusing not just on project delivery but on the entire asset lifecycle. Structured feedback mechanisms and a commitment to post-completion support ensure we are a reliable partner for the long term.

Governance, Measurement & Accountability

A framework for excellence requires robust governance. The Civil Connect PLC Board holds ultimate responsibility for this policy's implementation.

Leadership: The leadership team is responsible for championing this policy, allocating resources, and fostering a culture of excellence.

Performance Measurement: We measure what matters. A suite of key performance indicators (KPIs) is used across the company to track progress against our pillars. These are reviewed regularly at both project and Board level.

Audits & Reviews: A schedule of internal and external audits ensures compliance and identifies opportunities for improvement. Lessons learned are systematically captured and disseminated across the company to drive collective progress.

Statement Approval

This Operational Excellence Policy is mandatory for all employees of Civil Connect PLC. It has been approved by the PLC's Board of Directors and will be reviewed annually to ensure its continued relevance and effectiveness.

Ramon Bell

Chairperson

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