

# Collaborative Business Relationships Policy

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## Policy Statement

Carmichael<sup>UK</sup> recognises the importance of working closely with selected parties and where appropriate, selects and develops strong and effective collaborative business relationships that achieve added value for clients, customers, and stakeholders as well as the company. This policy supports Carmichael<sup>UK</sup> corporate strategic objectives around growth, delivering greater value to our clients, improving operational performance, and demonstrating leadership in values and behaviours. This policy is aligned with the requirements of ISO44001:2017.

## Policy Scope

This policy applies to all employees of Carmichael<sup>UK</sup> as well as to selected clients, customers and stakeholders as appropriate.

## Policy Elements

We will commit to maintain a collaborative working framework which reflects our company core values of honesty, integrity, proactivity, and professionalism. Additionally, we will aim to:

- Assess all opportunities with our clients, stakeholders, and supply chain to work collaboratively
- Select and engage suitable collaborative partners to enhance value and performance excellence
- For each designated collaborative project, a specific Relationship Management Plan will be developed and will evolve through the life of the relationship as it progresses
- Commit to continually improve our working practices and processes to promote and embrace collaborative working and satisfy collaborative working requirements

## Responsibilities of Carmichael<sup>UK</sup>

Carmichael<sup>UK</sup> will be responsible for effectively communicating collaborative processes to employees, customers, clients, and stakeholders. The Managing Director is responsible for ensuring that the policies, processes, culture and behaviours required are established and maintained. Responsibility for developing this policy and associated procedures, for reviewing the collaborative working performance, and for ensuring that we continually improve is the responsibility of the Managing Director, as the Carmichael<sup>UK</sup> senior executive responsible for Collaborative Working.

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## Responsibilities of Employees

Employees are expected to comply with the Collaborative Business Relationship policy and ensure that they:

- Promote an open and collaborative approach on both projects and in all areas of their activities
- Identify and engage with our collaborative partners in an appropriate fashion
- Provide feedback and contribute to the continual improvement of the collaborative framework

Our senior management and leadership will:

- Engage, direct and support employees to promote and operate within the collaborative framework
- Actively sponsor a collaborative approach with suitable clients, stakeholders, and supply chain compatible with our strategic direction and management of business risk
- Ensure an appropriate level of resource and funding to support this policy
- Ensure measurable objectives are identified and monitored on a regular basis

## Approval & Review

This policy will be reviewed regularly, and at least once every year to ensure continuing suitability with requirements with additional alterations made from time to time in the light of any legislative changes, operational procedures or other prevailing circumstances.

This policy has been approved by the Board of Directors to ensure it is appropriate to the nature, scale and purposes of the business in relation to promoting collaborative working processes and procedures. The policy has been reviewed and signed off by the Managing Director as noted below:

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**Board Representative:** **Mark Blakey**

**Position:** **Managing Director**

**Date:** **7<sup>th</sup> January 2026**

**Signature:**

