



Building the Future Offsite

An aerial photograph of an offsite construction site, showing rows of building units under construction. The site is surrounded by green fields and trees. Overlaid on the image are large, semi-transparent letters spelling 'VISION'.

Sustainability
Roadmap
2024-2030

BUILDING THE FUTURE



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Introduction

Vision Built recognises that sustainability is not just an environmental imperative; it is the most pressing issue of our time, encompassing economic, social, and corporate governance aspects that demand our collective and immediate attention and action. Our existence and future are intertwined with the sustainable development of our surroundings, and it is with this understanding that Vision Built commits to being more than a participant in the future of construction industry; we aim to be a leading force for change

Our Sustainability Roadmap 2024 - 2030 is the blueprint for integrating sustainability into the core of our company strategy. We are dedicated to the design, manufacture, and installation of buildings that stand the test of time not just structurally but also environmentally, and are committed to operational excellence that harmonises with the Earth's resources, our societal needs, and the economic landscapes we navigate.

We align our goals with the United Nations Sustainable Development Goals (SDGs) which provide a global framework for balancing the social, economic, and environmental aspects of sustainability. The SDGs inform our roadmap and drive how our operations contribute positively to the planet and its inhabitants.

UN Sustainable Development Goals



Building upon this foundation, our strategy unfolds across five pivotal themes – **Tackling Climate Change and Air Pollution, Caring for the Environment, Enhancing Communities, Leading on Responsible Business Processes, and Embracing Innovation and Digital Technology.** These themes serve as the cornerstones to our sustainability roadmap, aligning with the UN Sustainable Development Goals and acting as the firm foundation for our focus on client-centric innovation, end-user well-being, shareholder value and regulatory foresight, and guiding us towards a more sustainable future for all.

For each strategic theme, Vision Built has established clear targets that we will measure our progress against. Starting at the end of 2024, we will transparently report our progress, setting new standards for ourselves and our partners in the supply chain.



About Us

At Vision Built, we are not just manufacturing buildings; we're building a legacy.

At Vision Built, we are not just manufacturing buildings; we're building a legacy. A legacy of sustainable practices, innovative solutions, and a commitment to making sustainable building solutions accessible and affordable. Offering fully volumetric 3D building solutions and 2D panelised solutions that empower designers and contractors to deliver innovative, cost-effective structures with greater project timeline certainty than traditional builds, Vision Built is proud to draw on our expertise in off-site construction.

Vision Built stands at the forefront of sustainable construction delivering Modern Methods of Construction (MMC), which dovetails seamlessly with our commitment to environmental stewardship. Our daily operations, characterised by reduced resource use and waste production, reflect our dedication to this commitment. But we don't stop there; we push the boundaries of sustainability further, employing innovative design in our products that enable buildings to be engineered with reduced carbon footprints, designed for energy efficiency, and purposed for longevity.

At the heart of this is our the embedding of circular economy principles as not just a philosophy; instead, these are embedded in our operational DNA, ensuring that every product from our company is designed with its next life in mind, ensuring that Vision Built's creations stand the test of time as future-proofed assets. These assets can then, as needed, be relocated and repurposed, thereby reducing the need for new builds and ensuring the longevity and continual use of these assets.

Our roadmap to 2030 is a manifesto of our ambition to embed sustainable practices into every fibre of our company. This roadmap is a pledge to our clients and stakeholders that we stand with them in meeting their sustainability and climate change objectives. By championing off-site construction, we are actively shaping the future and driving solutions that address the twin challenges of the climate crisis and the housing shortage.

As we pave the way in the Irish and UK markets, our ambition is clear: to set the standard for offsite manufacturing solutions that not only meet but exceed sustainability benchmarks.



The Vision Built Team

Our Values set out the culture of our business. The Care value encompasses our intent to look at the environment and minimise impact of our operations.



Care

We take care of ourselves, the people we work with, the environment and the community in which we work.



Integrity

We are honourable in the way we conduct ourselves and our business.



Excellence

We are the best at what we do.



Tackling Climate Change and Air Pollution

Vision Built understand that the climate crisis and air pollution are existential threats that demand immediate and sustained action from all sectors of society, including the construction industry.

Measuring and minimising our carbon footprint is central to our ethos, driving the creation of highly efficient products that not only serve our customers' needs but also respect our planet's ecological boundaries.

UN Sustainable Development Goals



Aligned with the United Nations Sustainable Development Goals—specifically Goals **9** (*Industry, Innovation, and Infrastructure*), **11** (*Sustainable Cities and Communities*), **12** (*Responsible Consumption and Production*), and **13** (*Climate Action*) - Vision Built is committed to not just participating in the conversation but leading by example.



Embracing Modern Methods of Construction, we are poised to significantly reduce carbon consumption throughout the lifecycle of our products. This modern approach not only enhances energy efficiency but also lowers operational carbon footprints in stark contrast to traditional construction methods. Our six-year horizon is charted with clear objectives:

- Reducing Carbon Intensity
- Achieving Carbon Neutrality
- Advancing Embodied Carbon Modelling
- Electrifying Our Fleet

These targets will be achieved through strategic design and procurement, including the integration of electric vehicles into our operations, maximising the use of Hydrotreated Vegetable Oil (HVO) for on-site generators, retrofitting our equipment and facilities with energy-saving technologies, and investing in renewable energy and carbon offset initiatives. Moreover, our commitment to transparency and accountability will be solidified through external verification of our carbon accounting starting in 2025.

Our supply chain will not be a passive participant in this journey; we will actively collaborate with our partners to facilitate more informed fuel choices and a shift towards zero-carbon fuels. Furthermore, electrifying our operations and developing zero-emission construction projects are not distant milestones—they are initiatives we are undertaking now to ensure a sustainable legacy for the generations to come.

Our Targets

Vision Built is not just planning for a sustainable future—we are actively constructing it with each decision we make today.

🎯 Target 01 - We will reduce our carbon intensity by 25% from our 2023 baseline by 2026.

🎯 Target 02 - We will reduce our carbon intensity by 50% from our 2023 baseline by 2030.

🎯 Target 03 - By 2025, Vision Built will achieve carbon neutral status by offsetting our operational emissions through schemes that have gained international accreditation for carbon reduction, namely the Achilles Carbon Reduce scheme.

🎯 Target 04 - Our ultimate objective is to reach carbon neutrality by 2030, without relying on offsets. This goal underscores our commitment to not just balance our carbon emissions but to eliminate them altogether.

🎯 Target 05 - By 2024, embodied carbon models will be available for all of our products.

🎯 Target 06 - By 2025, Vision Built commits to having at least 50% of our vehicle fleet powered by electricity or hybrid technology.

🎯 Target 07 - Vision Built is committed to eliminating internal combustion engine vehicles from our company car fleet by 2030.



Ballyogan Residential Project (2D Panelised)

Caring for the Environment

At Vision Built, our approach to environmental stewardship is anchored in tangible actions. Central to this approach is our stringent commitment to minimising the resource footprint and waste output associated with developing our building solutions. This commitment is not merely a statement of intent; it is substantiated by the processes and policies that have earned us the ISO 14001 certification—a testament to our structured and effective environmental management system.

UN Sustainable Development Goals

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We align our objectives with the United Nations Sustainable Development Goals - specifically goals **11** (*Sustainable Cities and Communities*), **12** (*Responsible Consumption and Production*), and **13** (*Climate Action*). By this alignment, we adhere to an internationally recognised framework and embrace a broader vision beyond our immediate operational impacts.

Our environmental targets are designed to be both ambitious and actionable. We aim to drastically cut our waste intensity to achieve zero avoidable waste. By doing so, we will firmly design out waste and fully embrace circular economy thinking ensuring a focus on reuse, recycling, and recovery are embedded in our operations, all of which will align to diminish our environmental load. Moreover, eradicating single-use plastic in our processes will mark a decisive step forward in our sustainability journey.

Water, a critical yet finite resource, demands our concerted attention. In recognition of this, we are intensifying our efforts to understand and mitigate our water usage and intensity and are determined to conserve and enhance water efficiency across our operations.

Beyond the immediate footprint of the company, we are also committed to contributing positively to the natural world. Collaborating with partners, we will be undertaking tree planting initiatives to support overall biodiversity gains. By integrating these initiatives into our sustainability framework, we extend our environmental responsibility into the wider ecosystem, thereby promoting the wellbeing of local communities and the natural habitats that support them.

Our Targets

🎯 Target 08 - We will plant 10,000 trees in the locations where we operate by partnering with local initiatives.

🎯 Target 09 - We will reduce our potable water use intensity by 30% by 2027 against our 2024 baseline.

🎯 Target 10 - We will reduce our waste intensity by 50%, when measured against our 2023 baseline, by 2025.

🎯 Target 11 - All factories and installation sites will have Zero Avoidable Waste by 2028.



Enhancing Communities

At Vision Built, our commitment to enhancing communities will be realised through our sustainable building solutions and how we actively contribute to the vitality of the communities where our buildings stand.

UN Sustainable Development Goals

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We are acutely aware of our role and responsibility in fulfilling the United Nations Sustainable Development Goals **8** (*Decent Work and Economic Growth*) and **10** (*Reduced Inequalities*) and are committed to ensuring we contribute to a future that is fair and just for all.

We acknowledge that our community is diverse, encompassing a range of direct and indirect stakeholders. As such, our strategy is inclusive, focusing on:

ZERO Incidents **ZERO** Injuries

Safety Record

We proudly report that there were **'No Lost Time'** injuries across our operations in 2023, and we uphold our commitment to maintaining this exemplary standard in 2024 and onwards.



- **Health, Safety, and Wellbeing:** Prioritising the safety and wellbeing of our employees and contractors is non-negotiable. Through the 'Step Up to Zero' programme, we aim to embed a culture of proactive safety and preventative practices.
- **Career Development:** We invest in our people, offering structured training initiatives like the Vision Built 'Black Hat' supervisor training programme alongside role-specific and leadership training, fostering growth but excellence within our workforce.
- **Social Return on Investment:** We measure and consistently aim to enhance our Social Return on Investment, ensuring that our operations yield tangible benefits for our workforce and the communities in which we operate.



Ukrainian Refugee Housing (3D Modular)

Mental Health and Wellbeing



Our **'I AM HERE'** programme is a testament to our commitment to mental health. We recognise that the wellbeing of our workforce is integral to our business and will continue to expand the I AM HERE ambassador initiative, promoting mental health awareness and peer-to-peer support. Utilising our employee engagement surveys, we are dedicated to identifying and implementing strategic actions to bolster our workforce's wellbeing and mental health.



Firhouse School (3D Modular)

Our Targets

🎯 Target 12 - We will achieve ISO45001, the international standard for health and safety at work, by 2024.

🎯 Target 13 - We will conduct a health and safety maturity assessment in 2025.

🎯 Target 14 - We will achieve an independently assessed health and safety maturity of 'Proactive' by 2027.

🎯 Target 15 - We will increase our added Social Return on Investment (SROI) by 5% year on year against our 2023 baseline.

In 2023, our SROI was over €3 million. Having over 80% of our workforce from local communities and sourcing materials from local suppliers were main drivers in achieving this.

Leading on Responsible Business Practices

At Vision Built, we firmly believe that the foundation of a thriving SME (small and medium sized enterprise) lies in fostering transparent and sincere connections with our clients, customers, and supply chains.

UN Sustainable Development Goals



As such, our procurement processes are crafted to ensure clear governance and transparency, taking into account a spectrum of factors that include environmental impact, legal adherence, as well as social and economic considerations. In this way, we consciously align with the United Nations Sustainable Development Goals **8** (*Decent Work and Economic Growth*), **9** (*Industry, Innovation, and Infrastructure*), **10** (*Reduced Inequalities*), **11** (*Sustainable Cities and Communities*), **12** (*Responsible Consumption and Production*), and **13** (*Climate Action*), thereby endorsing a global blueprint for dignity, equality, and environmental stewardship.

In our pursuit of responsible business practices, we are dedicated to embedding the principles of ISO 20400, the international standard for sustainable procurement, into our operations. This means elevating our procurement standards through focused training for our team, ensuring that sustainability is at the core of all purchasing decisions.

Furthermore, we are committed to boosting diversity within our ranks, targeting a 50% increase in apprentices, trainees, graduates, summer placements, women and other minority groups by the end of 2025. By doing so, we are nurturing an inclusive workplace culture that is fair and just, and mirrors the communities we serve.

In addition, we are actively collaborating with industry leaders and educational institutions to cultivate and advance recognised traineeship and apprenticeship programmes, specifically tailored for offsite manufacturing. This initiative is a testament to our commitment to skills development and job creation in the region.

Integrating our business practices with our focus on enhancing communities, we are dedicated to promoting local supply chain engagement and fostering employment opportunities. By doing so, we ensure that our growth as a company is linked with the prosperity of the communities we operate in.

Our Targets

🎯 Target 16 - We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2024.

🎯 Target 17 - We will increase our number of trainees, apprentices, graduates, placement students, women and other minority groups by 50%, against our 2023 baseline.

🎯 Target 18 - We will work with industry bodies and training organisations to develop recognised apprenticeship standards for off-site manufacture by 2025.



Embracing Innovation and Digital Technology

Vision Built is navigating the future of manufacturing and construction through a decisive digital pivot.

UN Sustainable Development Goals

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This commitment extends beyond merely adapting. Instead, we are transforming our design and building methodologies. By harnessing advanced design methodologies, such as BIM 3D, 4D, 5D, and 6D modelling, we intertwine digital technology with sustainability. These innovative technologies allow us to clearly demonstrate the environmental benefits of our products throughout their entire lifecycle.

This strategic approach directly aligns with the United Nations Sustainable Development Goals, notably Goals **9** (*Industry, Innovation, and Infrastructure*) and **13** (*Climate Action*), whereby our digital advances contribute to sustainable infrastructure while accelerating project timelines, reducing waste, and evaluating and improving the environmental performance of our products through validated environmental product declarations, comprehensive life cycle analysis, and precise embodied carbon data.

Our product offerings are not static; they are in perpetual advancement, with sustainability as the cornerstone of each new iteration. Vision Built's pledge is unequivocal: with each step forward, we enhance the sustainability quotient of our products, honouring our commitment to environmental stewardship and the clients we serve.

Our Sustainability Roadmap 2024 - 2030 is the strategic compass guiding our technological adoption and will be the backbone that positions us as a leader in the offsite manufacturing domain. This roadmap will guide our efforts and ensure that we equip our teams and clients with precise, timely data to underpin informed decision-making and optimise the efficiency of our manufacturing processes.

Key aspects of this is achieving ISO 19650 compliance with is available to all our projects and clients. Our broader Digital Roadmap will set out the simplification and linking of our technology to become a data led organisation which measures the efficiency off all areas of our products and operations.

As we look to the future, Vision Built's products are poised for continuous enhancement. We are dedicated to incorporating enhanced sustainability benefits and steadfast in our resolve to deliver more environmentally considerate buildings with each new product iteration. Our journey is one of innovation, with sustainability at its core, ensuring that with every step, we contribute to a more sustainable, more resilient built environment.

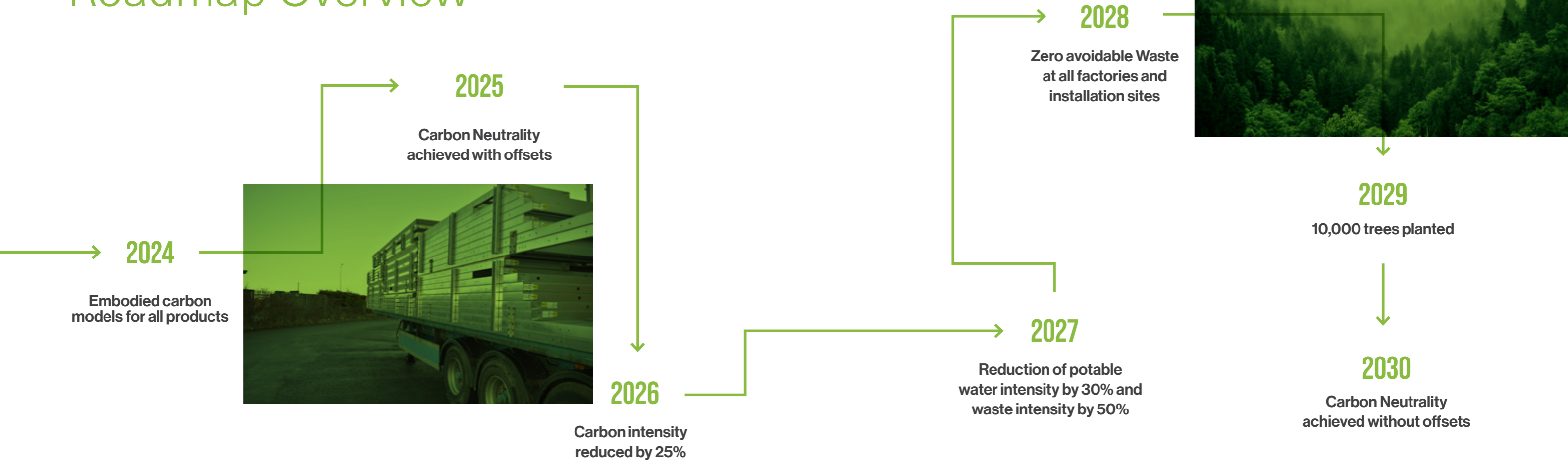
Our Targets

🎯 Target 19 - We will achieve ISO 19650 compliance by 2024.

🎯 Target 20 - We will develop our 'Digital Roadmap' by 2024, thereby maximising the use of data to drive innovation and efficiencies across our operations and factories.



Our 2030 Sustainability Roadmap Overview











Our Targets

Target	How we will achieve this	Notes/Explanation	Our Theme	UN Sustainable Development Goals
<p>01 / We will reduce our carbon intensity by 25% from our 2023 baseline by 2026.</p> <p>02 / We will reduce our carbon intensity by 50% from our 2023 baseline by 2030.</p>	<ul style="list-style-type: none"> • 2023 Baseline reporting of our Scope 1 – 3 emissions. • Increase the supply of green energy to our factories by 2024. • Transition our project machinery from diesel to low-carbon alternatives like hydrotreated vegetable oil (HVO) by 2024. • Increase the proportion of electric vehicles in our fleet by 50% by 2025. • Collaborate with our supply chain to facilitate informed decisions about fuel use and support their transition to zero-carbon alternatives. • Transition our operations to electricity and pursue the development of zero-emission construction projects. • Phase out internal combustion engines from our vehicle fleet entirely. 	<p>Carbon intensity calculated based upon our scope 1 & 2 greenhouse gas emissions and those scope 3 indirect emissions upon which we have immediate influence, known collectively as the emissions from 'our operations'.</p>	<p>Tackling Climate Change and Air Pollution</p>	
<p>03 / We will achieve carbon neutral status in 2025 by offsetting the emissions from our operations through internationally accredited carbon reduction schemes.</p> <p>04 / We will achieve carbon neutral status by 2030 (without offsetting).</p>	<ul style="list-style-type: none"> • Continuing with our carbon reduction initiatives and driving down the greenhouse gas emissions produced throughout our operations. • Through our membership of the internationally accredited Achilles Carbon Reduce scheme which ensures the accurate measuring of our greenhouse gas emissions. • For emission that cannot be eliminated, we will engage in internationally accredited carbon reduction schemes for offsetting, as validated by the Achilles Carbon Reduce scheme. 	<p>Note: Vision Built will attain carbon neutrality when the net total of greenhouse gas emissions from our operations reaches zero. This will be determined in accordance with the standards of the internationally recognised Achilles Carbon Reduce Programme. All greenhouse gas emissions will be quantified in terms of CO2 equivalent (CO2e) within the specified year.</p>	<p>Tackling Climate Change and Air Pollution</p>	









Target	How we will achieve this	Notes/Explanation	Our Theme	UN Sustainable Development Goals
<p>05 / We will ensure that embodied carbon models are available for all products by 2024.</p>	<ul style="list-style-type: none"> We will provide embodied carbon models for all our building based on individual design. 	<p>Note: Embodied carbon is measured for all projects for the building (excluding operational carbon). Operational carbon modelling is available depending on specific project/client requirements.</p>	<p>Tackling Climate Change and Air Pollution</p>	<p>9 11 12 13</p>
<p>06 / By 2025 50% of the vehicles in our fleet will be electric or hybrid.</p>	<ul style="list-style-type: none"> We are committed to updating our fleet with the newest models of electric vehicles and will develop policies that encourage their widespread adoption. The benefits of electric vehicles will be clearly communicated to our team to foster an informed and supportive workplace environment. 	<p>Note: Electric vehicle offerings include battery powered or plug in hybrid vehicles.</p>	<p>Tackling Climate Change and Air Pollution</p>	<p>9 11 12 13</p>
<p>07 / We will eliminate internal combustion engine powered vehicles from our company car fleet by 2030.</p>	<ul style="list-style-type: none"> In partnership with fleet providers and manufacturers, we will strive to overcome obstacles hindering the adoption of electric vehicles. Our ongoing strategy includes the adoption of cutting-edge technologies to enhance the feasibility of electro-mobility for our employees. 			
<p>08 / We will plant 10,000 trees in the locations where we operate by partnering with local initiatives e.g. schools, public parks, community initiatives by 2030.</p>	<ul style="list-style-type: none"> We will establish partnerships with relevant tree planting programmes in Ireland, the UK, and across Europe to facilitate afforestation efforts. Our social value strategies for projects will actively promote the integration of tree planting initiatives, enhancing our community outreach programs 		<p>Caring for the Environment</p>	<p>11 12 13</p>
<p>09 / We will reduce our potable water use intensity by 30% by 2027 against our 2024 baseline.</p>	<ul style="list-style-type: none"> We will establish a baseline for water usage in 2024, accounting for water obtained from educational institutions/clients, landlords, and water bottle suppliers. We will persist in the integration of water-saving devices within our office spaces and site accommodations and promote water conservation. We will provide comprehensive training and educational programmes focused on water resource management. 	<p>Note: Water intensity is the m3 of potable water used per €100k of turnover.</p>	<p>Caring for the Environment</p>	<p>11 12 13</p>



Target	How we will achieve this	Notes/Explanation	Our Theme	UN Sustainable Development Goals
<p>10 / We will reduce our waste intensity by 50% by 2025, measured against our 2023 baseline.</p>	<ul style="list-style-type: none"> We will implement circular economy principles throughout our projects and strategic business planning. We will identify our top five waste streams and execute initiatives to reduce or eliminate waste at the source. We will collaborate with our supply chain to develop solutions that minimise waste and align with our requirement. 	<p>Note: Waste intensity is the tonnes of construction waste generated per €100k of project value.</p>	 <p>Caring for the Environment</p>	
<p>11 / All factories and installation sites will have Zero Avoidable Waste by 2028.</p>	<ul style="list-style-type: none"> By working with a supply chain that have aligned values and share our commitment to sustainability. Through embedding zero avoidable waste principles at design and considering deconstruction, where we have the opportunity to influence decisions. By successfully embedding circular economy principles into our strategic business planning. Where waste is unavoidable it will be recovered at the highest possible level of the waste hierarchy. 	<p>Note: Zero avoidable waste in construction means preventing waste being generated at every stage of a project's lifecycle, from the manufacture of materials and products, the design, specification, procurement and assembly of buildings and infrastructure through to deconstruction. At the end of life, products, components, and materials should be recovered at the highest possible level of the waste hierarchy.</p>	 <p>Caring for the Environment</p>	
<p>12 / We will achieve ISO45001, the international standard for health and safety at work, by 2024.</p>	<ul style="list-style-type: none"> We will attain external certification to ISO45001 across our factories, offices, and operational projects. 		 <p>Enhancing Communities</p>	
<p>13 / We will conduct a health and safety maturity assessment in 2025.</p>	<ul style="list-style-type: none"> We will develop our 'Step up to Zero' maturity improvement programme. By continuing to invest in our supply chain to enhance industry-wide competence through collaborative efforts. 			
<p>14 / We will achieve an independently assessed health and safety maturity of 'Proactive' by 2027.</p>	<ul style="list-style-type: none"> By working with our peers and industry groups to ensure we all learn together By Proactively seeking out knowledge from beyond the construction / offsite manufacturing sectors to incorporate cross-industry best practices. 		 <p>Enhancing Communities</p>	



Target	How we will achieve this	Notes/Explanation	Our Theme	UN Sustainable Development Goals
<p>15 / We will increase our added Social Return on Investment (SROI) by 5% year on year against our 2023 Baseline.</p>	<ul style="list-style-type: none"> • By carrying out local impact reviews to identify and target specific local requirements for the regions in which our factories and projects are located • By measuring and monitoring our SROI through an externally verifiable framework. • By analysing and building upon the activities with the highest SORI. 	<p>Note: Social Return on Investment is a framework for measuring and accounting for the value of our everyday actions; it seeks to reduce inequality and environmental degradation, and improve wellbeing by incorporating social, environmental, and economic costs and benefits.</p>	 <p>Enhancing Communities</p>	
<p>16 / We will successfully embed the ISO 20400 Sustainable Procurement principles into our way of working by 2024.</p>	<ul style="list-style-type: none"> • By developing key performance indicators (KPIs), service level agreements (SLAs), and performance audit protocols. • Through incorporating the necessary provisions of ISO 20400 into job roles, personal development plan objectives, and operational procedures. • By formalising our procurement protocol to embed sustainability requirements at each stage of the procurement process, such as design/specification and sourcing. • By conducting periodic self-assessments and independent evaluations to measure performance against the standard's requirements. 	<p>Note: ISO 20400 is a guidance standard on sustainable procurement. It is split into 4 sections: Fundamentals; Policy and Strategy; Organisation; and Process. The standard helps to develop a procurement process that is built around the concept.</p>	 <p>Leading on Responsible Business Practice</p>	
<p>17 / We will increase our number of apprentices, graduates, women in our teams, and summer placement students by 50% by 2025, using our 2023 figures as a baseline.</p>	<ul style="list-style-type: none"> • By leading and supporting the industry in the development of apprenticeships and traineeships in Modern Methods of Construction (MMC).By engaging proactively with educational institutions to open up opportunities for secondary and third level students. • Through the development of a graduate programme aimed at promoting the MMC sector and attracting top talent. • By actively promoting and participating in networks that support diverse groups, including Women in Manufacturing, Women in Construction, and the LGBTQIA+ community. • By ensuring our recruitment, retention, and career advancement processes are inclusive. • By implementing comprehensive diversity and inclusion awareness programmes across the company. • By ensuring that our leadership team reflects diversity and inclusivity. • By diligently recording and monitoring trends and issues, we will systematically implement corrective actions as needed. 		 <p>Leading on Responsible Business Practice</p>	



Our Theme	Target	How we will achieve this	Notes/Explanation	Our Theme	UN Sustainable Development Goals
	18 / We will work with industry bodies and training organisations to develop recognised apprenticeship standard for offsite manufacture by 2025.	<ul style="list-style-type: none"> By 2025, we will be actively involved in and leading the effort to identify and develop recognised apprenticeships and traineeships in collaboration with industry bodies. We will support the pilot implementation of traineeships and apprenticeships at our factories to foster hands-on learning and skill development. 		<p>Leading on Responsible Business Practice</p>	
	19 / We will achieve ISO 19650 compliance by 2024.	<ul style="list-style-type: none"> By conducting a full review of our management system documentation for the 'Digital Project'. We will update our Management System documentation and procedures to achieve compliance with ISO 19650 by the fourth quarter of 2024. We commit to hosting regular audits of our Management System to demonstrate we remain compliant and operating to the correct standards. 		<p>Embracing Innovation & Digital Technology</p>	
	20 / We will develop our Digital Roadmap by 2024, thereby maximising the use of data to drive innovation and efficiencies across our operations and factories.	<ul style="list-style-type: none"> By developing a comprehensive digital roadmap for all projects to streamline and guide our digital transformation strategy. Through the implementation of improvement projects for critical systems to enhance reporting and functionality in HR, ERP, and data analytics. By establishing the Control Room concept to centralise business operations and enable real-time management and decision-making. 		<p>Embracing Innovation & Digital Technology</p>	



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