



QUALITY POLICY

The Costain Group provides a high-quality professional service to our customer through a commitment to Product and Process Quality, underpinned by the continuous improvement of our people, processes and systems. This Policy is a declaration of the Board's intent to deliver Costain services in a manner that exceeds customer and stakeholder expectations and complies with legal and regulatory requirements.

Costain operates a Quality Management System which is made available to all employees and relevant stakeholders through 'The Costain Way', which is a risk-based management system complying with the requirements of ISO 9001:2015.

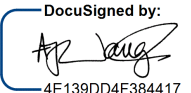
To achieve these requirements, Costain will:

- Conduct all work activities with proper regard for the relevant statutory provisions, codes of practice and other appropriate standards including where specific provisions apply to discrete industries and sectors.
- Ensure all employees and contracts embrace a culture of right first time to deliver excellence in project outcomes.
- Ensure the Costain Way uses a risk-based approach to document key organisational requirements and services, including controls to mitigate risks down to an acceptable level.
- Provide assurance that management controls are effectively implemented across the Costain Group through the use of leading indicators to support early interventions.
- Continually seek to improve performance, enhance the quality of Contract delivery and promote consistency through the application of the Costain Standards Framework and improvement methodologies.
- Ensure the competence of employees through suitable training and access to appropriate knowledge in the application of the Costain Way and technical standards.
- Ensure that each contract has an appropriate Strategy, Contract and Quality Management Plans to ensure successful contract, process and product quality delivery.
- Embed feedback from customers to ensure their requirements are understood, consistently met and that satisfaction is maintained.
- Establish measurable objectives; monitor and review them to demonstrate continuous improvement. Ensure and facilitate a culture of evaluation, learning and sharing to drive more efficient ways of working throughout the organisation and projects.

It is a company requirement that all employees must implement and comply with standards and expectations outlined in the Costain Way, specifically our mandatory controls (Gates and Must Do statements).

The accountability for the management and delivery of quality lies with all employees. Achieving quality standards should be regarded as having equal importance with health, safety, sustainability, production and the achievement of commercial targets, therefore the responsibility for quality and compliance lies with all employees.

This policy will be reviewed annually to ensure the management system is suitable, effective, consistently implemented, and continually improved.

Signed: 4E139DD4F384417...

A Vaughan (Chief Executive Officer)

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