



BUSINESS CONTINUITY MANAGEMENT POLICY

This policy defines the essential principles which will be adopted for Business Continuity Management across the whole of the Costain business.

The objective is to identify risks and impacts, and to minimise the likelihood of an incident by implementing strong resilience and risk reduction measures in conjunction with proven recovery strategies and plans.

To achieve this objective, Costain will:

- Identify critical business functions, resources, infrastructure and any regulatory or applicable requirements which, if disrupted, would have a material impact on the operations of Costain or its key stakeholders and customers.
- Assess the impact of plausible disruption scenarios on all critical business functions, resources and infrastructure.
- Implement appropriate recovery strategies to ensure that all necessary resources are readily available to withstand the impact of the disruption.
- Develop, implement and maintain a series of Business Continuity Plans that document procedures and information which enable staff to respond to disruptions and recover critical business functions.
- Ensure Business Continuity procedures and plans are formally tested in full or part at appropriate intervals.
- Include Business Continuity as part of the planning phase for new business acquisitions, joint ventures, material outsourcing arrangements and major projects involving the introduction of new business processes and systems.

In the event of a serious disruption to the normal operating capability, Costain will:

- Ensure the safety of employees, suppliers and all third parties in relation to the incident;
- Isolate the incident;
- Ensure projects are maintained operationally;
- Continue to bid for work;
- Continue to pay staff and suppliers, and to receive payments;
- Continue to make purchases;

while continuing to protect its staff and those of suppliers and business partners working within the Costain businesses, minimising the impact of the disruption, and delivering business as usual within defined parameters.

The responsibility for the management of Business Continuity lies with all Directors and Senior Managers to ensure that all business units are fully aware of and comply with this policy.

This policy (and associated procedures) will be reviewed annually to ensure the suitability, adequacy and effectiveness of managing and continually improving Business Continuity.

Signed:

A handwritten signature in black ink, appearing to read "A. Wyllie", written over a dotted line.

Date: 1st February 2018

A. Wyllie CBE (Chief Executive Officer)