



COLLABORATIVE WORKING POLICY

The Costain Group recognise the importance of working closely with selected parties in certain situations in order to bring added value to our customers, our partners and Costain.

This statement is a declaration of the Board's intent that Costain shall, where appropriate, select and develop strong and effective collaborative business relationships that achieve added value for the customer, our partners and Costain.

Costain processes for Collaborative Working reflect the requirements of 'ISO44001:2017 / BS11000:2010 Collaborative Business Relationships', and define the processes, tools and guidance that are to be followed to ensure that collaborative relationships are formed in the right situations, and in a methodical manner most likely to bring about best results.

This policy states that Costain Management shall ensure:-

- that a relationship 'business case' is formed before contemplating any collaborative working relationship.
- that where Costain choose their collaborative partners, they are selected against predetermined selection criteria
- the degree of integrated working agreed with each partner is appropriate to deliver the desired objectives.
- the integrated working methods with each partner are fully defined, agreed and documented before any collaborative working occurs.
- that each collaborative relationship is delivering 'added value' in line with expectations
- that staff working in collaborative situations are sufficiently and appropriately skilled to do so.
- the agreement of an exit strategy before commencing collaborative working with any partner.
- this policy is communicated effectively to all employees and made available to any interested party.
- that experience is used to continually improve the collaborative working approach

Implementation of this policy shall be monitored through Costain's audit and assessment processes.

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

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)