



## COLLABORATIVE WORKING POLICY

*'Be Collaborative'* is a core behaviour supporting Costain's purpose of *'improving people's lives.'*

This statement is a declaration of the Board's intent that *"We collaborate more closely than ever with customers, partners, communities, government, wider industry and shareholders to meet today's infrastructure demands". Where appropriate, we will select and develop strong and effective collaborative business relationships, to achieve this.*

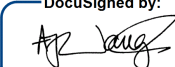
Costain processes for formal and structured Collaborative Working follow the requirements of 'ISO44001:2017 Collaborative Business Relationships', and define the processes, tools and guidance that are to be followed to ensure that collaborative relationships are formed in the right situations, and in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

This policy states that for Collaborative Businesses Relationships in accordance with ISO 44001:2017, 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 collaborative working agreed with each partner is appropriate to deliver the desired objectives.
- the collaborative 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.

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**A Vaughan** (Chief Executive Officer)

Business Owner: Head of Design Management