



DELEGATED AUTHORITY POLICY

As a UK listed company, Costain is subject to the UK Corporate Governance Code.

This policy is a declaration of the Main Board's intent to comply with this Code.

To achieve compliance, Costain operates a governance framework which maps out the internal approvals processes - including those matters which are reserved to the Main Board and those matters which have been delegated.

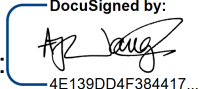
The matters that have been delegated principally relate to the operational management of Costain's businesses and include pre-determined authority limits delegated to the Chief Executive Officer for further delegation to members of the Executive Board and other specified role holders.

The purpose of such delegation is to ensure the effective and efficient day-to-day running and management of the business.

The responsibility for compliance rests with all employees to check they have authority to approve the activity in question.

The policy covers all Costain activities.

This policy will be reviewed annually (or otherwise as required) to ensure that it reflects current legislation and regulations and is fit for purpose.

Signed:  8/1/2026 | 12:33 GMT
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A Vaughan (Chief Executive Officer)