

Our policy is to create an environment where we deliver on our promises and commitments of right first time, every time as described in the contract.

We recognise the trust that our Customers place upon us and we are committed in our aim to deliver all applicable requirements as well as meeting expectations. We will achieve this by:

- having in place a robust, agile and effective business management system consisting of policies and procedures that provides a framework to ensure we meet Quality objectives and deliver our business aims and commitments.
- the structured use of robust quality plans and continual improvement to ensure we meet our customers and stakeholders asset creation and protection requirements.
- establishing a culture that focuses on empowering our people to become experts in their roles in order to achieve defect-free delivery.
- using clear indicators to measure performance, drive continuous improvement and the removal of waste from our processes.
- making informed decisions based on sound reliable data, lessons learnt, risk assessment and good practice.
- the robust communication of lessons learnt and best practice to help drive continual improvement.

Our overall approach to Quality Management is contained within the Company Business Management System and is driven by leadership at all levels through our Build to Last and defect-free delivery improvement programmes.

The Board of Balfour Beatty is responsible for:

- establishing the overall Policy for the Group
- monitoring our quality performance
- the adequate provision of resources and management arrangements to ensure the effectiveness of the Policy.

Each business and functional head is responsible for:

- Ensuring that effective resources, arrangements, and management controls to deliver these requirements are established and implemented across the operations of the business
- Ensuring compliance with all Group and legal requirements.

It is the responsibility of every individual in the business to:

- To comply with this policy and its associated arrangements as an integral part of their day to day duties.

We will bring this policy to the attention of our employees, supply chain partners and relevant interested parties; and review it on an annual basis.

### AUTHORISATION



**Leo Quinn**

**Group Chief Executive, January 2021**