

Collaborative Working Relationships Policy Statement

At Balfour Beatty, we know that we're at our best when we share ideas and expertise, build connections and work as a team to drive performance and strengthen relationships, when we collaborate relentlessly.

This policy supports the Group's Purpose of Building New Futures, corporate strategy of Build to Last, Sustainability Strategy, and the corporate values and behaviours as set out in our Cultural Framework. Our approach to collaborative working relationships enables us to work with partners to achieve the following objectives:

- Lean - Enhance the value we deliver to our clients and increase our capacity to jointly deliver continuous improvement
- Expert – Sharing in our joint expertise to facilitate new ways of working
- Trusted – Build trust by enhancing transparency and openness
- Safe – Collectively delivering on our commitment to achieving zero harm
- Sustainable – Jointly acting responsibly to protect and enhance our planet and society.

This document applies to identified UK strategic clients, suppliers and external collaborative relationships, by agreement with those partners and having been assessed in line with the group's partner selection criteria.

Determinants of success

We will assess projects that are implementing collaborative principles by establishing the following key areas:

- Clear policy and objectives set out at a corporate level, and within each project
- Leadership competencies and behaviours
- An effective Relationship Management Plan
- Sharing of best practice and knowledge
- Selecting partners who can work with us in a collaborative manner
- Appropriate project-based processes, organisation and governance to enable

effective working, including performance measurement and continuous improvement

- A joint approach to opportunity and risk management, and innovation
- A Joint Management Team able to maintain behaviours, trust and deal with the challenge of sustaining the ethos and focus throughout the life cycle of the relationship.

Governance

The Group HR Director is responsible for ensuring that the policies, processes, culture and behaviours required are established and maintained and acts as the Group Senior Executive Responsible (SER).

The Group SER, Paul Raby and Corporate SER, Graham Martin are responsible for developing this policy and associated Group level procedures, reviewing collaborative working performance, and ensuring we continually improve.

At the outset of a relationship, the account team should agree the desired objectives and whether a collaborative approach is to be taken. Activities and timeframes should then be set to implement this policy, using the templates, guides and best practice documents available. The account lead will put in place appropriate resources.

It is recognised that every relationship is different, and our collaborative approach will be adjusted accordingly. For each designated collaborative relationship, a specific Relationship Management Plan will be developed and will evolve through the life of the relationship.

This Policy will be reviewed annually and will be brought to the attention of employees and interested parties.

AUTHORISATION

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