

Communication and Corporate Affairs Policy Statement

This policy statement establishes the principles, governance and responsibilities for managing communications and corporate affairs across Balfour Beatty.

This statement is supported by a wider framework of policies, procedures and standards that outline how we work, and these apply to employees, contractors and representatives of Balfour Beatty.

Principles

- **Transparency:** Communicate openly and honestly with stakeholders.
- **Consistency:** Ensure messaging aligns with corporate strategy, values and brand identity.
- **Responsiveness:** Address stakeholder concerns and media enquiries promptly.
- **Integrity:** Uphold ethical standards and comply with legal and regulatory requirements.
- **Inclusivity:** Promote diverse voices and perspectives in communication efforts.
- **Confidentiality:** Protect sensitive and proprietary information.

Governance

- **Oversight:** The Group Communications and Corporate Affairs team is responsible for policy development, implementation and oversight.
- **Approval processes:** All external communications must be reviewed and approved by the Group Communications and Corporate Affairs team or designated spokesperson.
- **Crisis communication protocols:** A predefined escalation and response framework will be activated during reputational or operational crisis.
- **Monitoring and evaluation:** Regular audits and performance reviews will assess the effectiveness of communication strategies.

Responsibilities

Group Communications and Corporate Affairs team:

Lead strategic communication planning, development of broader policies and procedures, oversee delivery and ensure alignment with corporate objectives.

Senior leadership: Act as key spokesperson, support strategic messaging and ensure compliance.

Employees, contractors and representatives:

Represent the organisation responsibly in line with our policies and procedures. Refer media enquiries and any high-risk external stakeholder concerns to the Group media team.

Compliance

Communication activities must comply with:

- Corporate Code of Ethics
- Data protection and privacy laws
- Regulatory and industry standards
- London Stock Exchange rules

Implementation

This policy will be hosted on our business management systems and shared via agreed channels to ensure awareness. It will be reviewed annually, or as needed, to reflect changes in strategy, regulation or organisational structure.

AUTHORISATION

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