

At Balfour Beatty, quality means doing what we say we'll do - and doing it well. It's about delivering on our promises and consistently meeting the expectations of our customers, partners, and communities.

Our approach to quality is simple: get it "Right First Time" - every time, wherever we work. This mindset is key to the long-term success and sustainability of our business. In the UK, our operations follow the internationally recognised quality management standard ISO9001:2015. We are committed to continual improvement of our quality management system to enhance quality performance.

We're building a culture where:

- We're trusted to deliver what we promise
- Everyone takes ownership for getting things right
- Our people are empowered and supported to be the best at what they do
- We learn from experience, share best practices, and continually improve

## HOW WE MAKE QUALITY HAPPEN

We bring our commitment to life by:

- Regularly communicating and operating to our four Right First Time Commitments:
  1. Understand what's required
  2. Have the right skills and knowledge
  3. Use the correct tools and materials
  4. Complete, check, document, and hand over the completed work
- Using a strong but flexible Business Management System – a clear set of policies, procedures, and processes that help us stay focused, agile, and efficient
- Tracking performance through meaningful indicators
- Making smart, evidence-based decisions using reliable data, insights from lessons learned, and industry best practices
- Reviewing our performance through regular leadership reviews to ensure we're on track to meet our quality goals

## OUR COMMITMENT TO LEADERSHIP AND ACCOUNTABILITY

Our commitment to quality starts at the top:

- The Executive Committee is responsible for setting our Quality Policy and the Right First Time approach, monitoring performance, and making sure we have the right people and resources in place
- Each Business Unit and Enabling Function is responsible for putting the right systems, skills, and controls in place – and for making sure we meet all required certifications, legal standards, and internal expectations
- Everyone who works with and for Balfour Beatty plays a role in delivering quality. It's part of how we work, every day

We make this policy available to all employees, supply chain partners, and other key stakeholders. We review it each year to ensure it stays relevant and effective.

## AUTHORISATION

**Philip Hoare**  
**Group Chief Executive,**  
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