

Environmental, Social and Governance Policy General Statement

ESG commitment

We believe that a commitment to the principles of environmental, social and governance (ESG) not only makes good business sense but also complements our Esken business strategy and our corporate values. Our policy is based on the following principles:

- Driving progress and performance improvement on ESG across the business to support Esken’s license to grow.
- Aligning and focusing Esken’s activities on business priorities to drive delivery.
- Enabling the tracking of our performance, impact and the value we create as a business.
- Supporting communication with our stakeholders including employees, customers, shareholders and communities.

ESG strategy

In developing our strategy and setting out our ESG policy, we seek to drive continuous improvement and support our engagement with all stakeholders, internal and external. To help define our policy we have divided it into the five areas of our ESG strategy:

| Developing our people | Supporting sustainable communities | Taking climate action | Excelling in health & wellbeing, safety, and security | Minimising our environmental footprint |
|--|---|--|---|--|
| We help our people to flourish and grow in an inclusive and supportive environment | We create sustainable, long-term opportunities in our communities to support social and economic development. | We aim to minimise our emissions and support the development of low carbon infrastructure, to help the UK deliver on its net-zero carbon emissions target. | We are committed to the health and wellbeing, safety and security of our people, customers and operators. | We aim to minimise our impact on the environment and aim to manage noise, protect air quality, and support the circular economy. |

ESG Monitoring and Oversight

We routinely monitor our ESG performance to identify opportunities to improve performance. The ESG Steering Group, chaired by the Chief Operating Officer, is accountable for developing ESG strategy, monitoring ESG performance and coordinating ESG delivery. The ESG Steering Group reports to Esken’s Executive team and the Board of Esken which oversee performance.

ESG Performance Management

ESG performance management is led by the Esken businesses and is ultimately the responsibility of Division leaders. We seek to engage the Esken team in improving our ESG performance.

ESG Disclosure

We are transparent on our ESG performance and are committed to communicating with our stakeholders on our ESG strategy and performance. We will report our ESG performance annually as part of our Annual Report.

A handwritten signature in black ink, appearing to read "W. Brady". The signature is fluid and cursive.

Signed: Warwick Brady, Chief Executive Officer

Date: July 2020