ROLE OF THE CHIEF EXECUTIVE
SEPTEMBER 2026

Responsibilities

The chief executive has responsibility for the following, within the authority limits delegated by the plc board: -

Business Strategy & Management

1. Discuss and agree with the chair matters relating to strategy, the business plan, acquisitions and disposals.

2. Developing the group's financial, non-financial and operational objectives, and short, medium and long term strategies, having regard to the group's responsibilities to its shareholders, customers, employees and other stakeholders.

3. The successful achievement of objectives and execution of strategy following presentation to, and approval by, the board.

4. Recommending to the board an annual budget and strategic financial plan and ensuring their achievement following board approval.

5. Closely monitoring group, divisional and business unit performance against strategy, reporting any deviations from forecast to the executive and plc boards and taking necessary action to redress any underlying performance issues.

6. Optimising as far as is reasonably possible the use and adequacy of the group's resources.

Investment & Financing

7. Examining all investment and major capital expenditure projects proposed by the company and its subsidiary and associated undertakings, and the recommendation to the board of those which, in a group context, are material either by nature or cost.

8. Identifying and executing acquisitions and disposals, approving major proposals or bids.

9. Leading geographic or operational divestment initiatives.

10. Identifying and executing new business opportunities outside the current core activities.

Risk Management & Controls

11. Managing the group's risk profile, including the health and safety performance of the business, in line with the extent and categories of risk identified as acceptable by the board.

12. Ensuring appropriate financial planning, internal controls and group policies are in place.

Board Committees

13. Making recommendations on remuneration policy, executive remuneration and terms of employment of the senior executive team, including the company secretary, to the remuneration committee.

14. Making recommendations to the nomination committee on the role and capabilities required in respect of the appointment of executive directors.

Communication

15. Providing a means for timely and accurate disclosure of information, including an escalation route for issues.

16. Building a strong and effective working relationship with the chair.

17. Ensuring effective communication with shareholders and other stakeholders.

Other

18. Effective leadership of the senior executive team, including chairing the executive board and communicating its decisions / recommendations to the plc board.

19. Taking remedial action across the group when needed and reporting major operational, system or HR changes to the board.

20. Setting group HR policies, including management development and succession and contingency planning for the senior executive team, and approving the appointment and termination of employment of members of that team.

21. With the chair and other executive directors, lead representing the group within the construction industry and financial community.

September 2026