ROLE OF THE CHAIR
SEPTEMBER 2026

Responsibilities

The chair is responsible for:-

1. Leadership of the plc board.
2. Building a strong and effective working relationship with the chief executive, chief financial officer and other executive directors.
3. Ensuring that the plc board is effective, has the right balance of diversity, skills, experience and independence and an appropriate number of regular and frequent meetings are scheduled.
4. Act as a general sounding board / advisor to the chief executive on matters relating to strategy, the business plan, acquisitions and disposals.
5. Chairing all plc board meetings, general meetings of the company and meetings of the nomination committee (except when it is considering the appointment of the chair's successor).
6. Determining meeting agendas, ensuring these are forward looking, focused on strategic matters and include all matters of concern to all meeting attendees, and ensuring that those attending plc board meetings receive accurate, timely and clear information, including on the company's recent performance, to enable the plc board to take sound decisions, monitor effectively and provide advice to promote the success of the company.
7. Managing board meetings to ensure that all directors contribute, to allow enough time for discussion of complex or contentious issues, to ensure those involved do not face unrealistic deadlines, and guide discussions to reach consensus to the maximum extent possible.
8. Taking a leading role in finalising any changes to the structure and composition of the plc board.
9. Ensuring constructive relations between the executive and non-executive directors.
10. Arranging meetings with the non-executive directors without the executives present.
11. Leading annual reviews of performance of the plc board and the individual directors.
12. With the chief executive and other executive directors, acting as the company's leading representatives in the construction industry and the financial community.
13. Ensuring effective communications with all shareholders, maintaining sufficient contact with major shareholders to understand their issues and concerns, in particular discussing governance, strategy and remuneration with them.
14. Ensuring that material shareholder concerns are brought to the attention of all directors.
15. Overseeing the recruitment and succession planning of the senior team.
16. Ensuring a rigorous induction programme is in place for new non-executive directors.
17. Providing independent counsel and advice to all directors and the senior executive team.
18. Promoting a culture of openness and debate within and around the plc board.
19. Ensuring the highest standards of integrity and probity within and around the plc board.
20. Ensuring (with the chair of the remuneration committee) that there is a clear relationship between remuneration and performance, measured with clear reference to the long-term success of the company.

21. Reporting personally in the annual report to explain how effective the plc board's performance has been and outlining initiatives to improve this wherever necessary.

22. Ensuring that the group strategy and business model are adequately explained in the annual report.

23. Ensuring that the plc board gives full consideration to the risks inherent within, and associated to, the group strategy and business model, and that they are disclosed and explained in the annual report.

24. Ensuring the highest standards of corporate governance, and full compliance with the UK Corporate Governance Code in force at any time.

25. Taking the lead in identifying and providing for the development needs of the non-executive directors, to enhance the overall effectiveness of the board.

26. Ensuring (with the chair of the nomination committee) that the performance of the plc board, its committees and individual directors is internally evaluated at least once a year, and evaluation of the performance of the plc board is externally facilitated at least every three years; and acting on the results of such evaluation by recognising the strengths and weaknesses of the plc board. Where appropriate, through the nomination committee, proposing that new members be appointed to the plc board or seeking the resignation of others.

September 2026