

Collaborative Working Policy Statement

We recognise that collaborative business relationships deliver a wide range of benefits that introduce greater levels of innovation and enhanced performance and reduce uncertainties while adding value to us and our participating partners.

We are committed to conducting strategic assessments of our own behaviours, capabilities and resources and those of potential collaborative partners.

These approaches can, over time, create an environment that engenders trust between both individuals and partners, in order to effectively work together with compatible partners.

To implement this policy, we have developed processes that comply with the requirements of ISO 44001.

We will ensure that:

- The policy provides the framework for setting and reviewing objectives.
- We create value and deliver mutual benefits.
- We are committed to satisfying applicable requirements.
- We continually improve the collaborative business relationship management system through assessment and review.
- The policy will be communicated to all employees and be available to interested parties and stakeholders on request.

In the UK, the chief operating officer is the senior executive responsible (SER) for ensuring that policies, processes, culture and behaviours required are established and maintained.

This policy statement will be reviewed annually by the collaborative working steering group.

A handwritten signature in black ink, appearing to read 'Euan McEwan'.

Euan McEwan
Group Chief Executive Officer
27 April 2020