

Company policy statement

Business continuity policy

2021

The Executive Leadership Team ("ELT") recognises the importance of protecting the assets, strength and reputation of the business, in addition to safeguarding the well being of employees and others in contact with its operations.

This requires an approach which provides for the anticipation, assessment and minimisation of risks to which the business may be exposed and which may disrupt its operations.

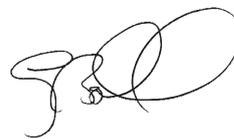
Forward planning in advance of risks materialising, the design of effective measures to minimise impact and the implementation of well understood actions to return the business to normal operations within an acceptable timeframe are important elements of the Group's Business Continuity Planning.

Effective planning can help to ensure that reputational damage is avoided, regional operations and jobs are protected and increased costs are avoided.

This Business Continuity Policy sets the framework for the scope, maintenance, operation and review of Business Continuity Management Plans and has been approved by the ELT.

- Each region (including Central Services) must maintain a Business Continuity Management Plan ("BCMP")
- Regional managing directors are responsible for the maintenance and regular review of their BCMP
- A business impact analysis will be completed by regional management teams and reviewed on a six monthly basis to ensure that new, changing and emerging risk is captured
- A six monthly review of BCMPs will be completed to update for changes in organisational structure, internal operating environment, procedures and contact details. Temporary or ad hoc requirements will be addressed as necessary

- Members of crisis management teams are to achieve a full working understanding of the operation of their BCMP, the role of the team and the participating individuals. Training and testing will be carried out as required and findings fed into review of the BCMP
- Events which lead to activation or near activation of BCMPs will be subject to a timely documented post event review to ensure that information is captured for immediate BCMP improvement, if severe, or the next update
- This policy will be reviewed by the ELT annually



Greg Fitzgerald
Chief Executive
January 2021