Building a responsible and sustainable business

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> Our refreshed strategy is underpinned by sustainable outcomes and ESG priorities. By focusing on People, Planet and Partners, we are strengthening resilience, supporting our stakeholders and creating long-term value.

Sustainability continues to be a key priority for the Group and is embedded within our refreshed strategy, supporting long-term value creation, resilience and responsible business practices across our operations.

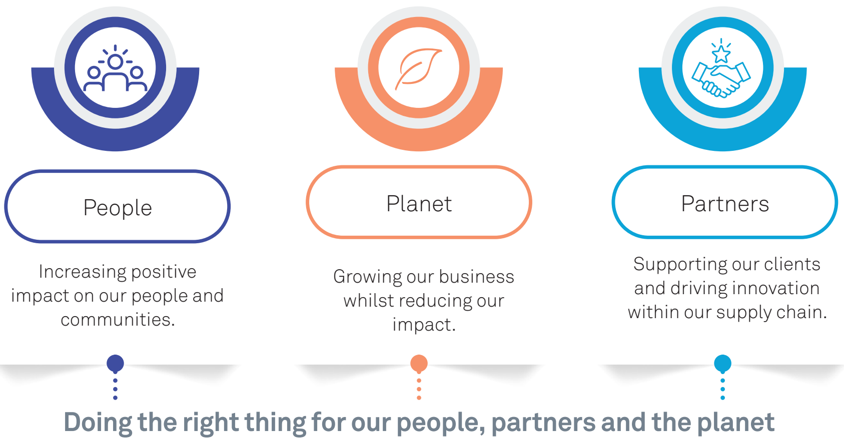
During the year, we refined our approach to sustainability to better align our sustainability ambitions with the refreshed strategy and broader business objectives. This included updating our sustainability framework and its supporting pillars to ensure they remain relevant to the Group's strategic priorities and provide a clear focus for the years ahead.

To achieve this, we are committed to motivating and enabling our people and supply chain to deliver high-quality, innovative buildings in a sustainable and efficient way. As part of our strategy, we are striving to create a culture where our people feel safe, inspired and admired, recognising that their talent, wellbeing and engagement are fundamental to delivering positive outcomes for our clients, communities and other stakeholders.

Our sustainability framework aims to be:

- sustainable and progressive;
- client focused;
- transparent;
- inclusive of our whole value chain;
- aligned to our company values; and
- communicated across the whole value chain.

Our 3Ps Sustainability Framework comprises three pillars – 'People', 'Planet' and 'Partners' – each reflecting our commitment to operating responsibly and ethically. As part of our refreshed strategy, we have placed greater emphasis on alignment and collaboration with our clients', suppliers' and other stakeholders', making the 'Partners' pillar an increasingly important element of our approach. Together, the three pillars support our sustainability objective of '"doing the right thing for our people, planet and partners".



In line with the Global Reporting Initiative ('GRI') Standards, our sustainability framework and reporting are structured around our most material sustainability issues. Our ESG approach to frameworks, reporting mechanisms and targets remains relevant to the foundational sustainability pillars we've established. Principles of governance continue to underpin our framework, with the ESG risk committee meeting quarterly to discuss any ESG-linked risks and opportunities.

In this year's report, we have simplified our disclosures to better communicate our sustainability strategy and achievements, and we have reported against our targets on pages 56 and 76.