

Values Statement

Adopted by the Board on 22 November 2021

Our objective is to deliver sustainable growth in shareholder value and manage our business consistent with the following values:

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| Care: | prioritising health and safety, cultural heritage, the environment, and our local communities. |
| Integrity: | striving to be consistent, staying true to our values, and accountable for our actions. |
| Fairness: | showing respect to others in the way we act and communicate, valuing diversity and difference, acting without favouritism or prejudice, and communicating with courtesy. |
| Transparency: | being open and honest, addressing challenges, and being clear with our communications. |
| Collaboration: | sharing ideas and knowledge, listening to our work colleagues, encouraging cooperation, listening to our stakeholders, and building enduring relationships. |
| Awareness: | taking account of all identified key issues in our decisions, and contemplating the future impacts of our actions. |
| Commitment: | staying focused on our core objectives, making pragmatic technical and commercial decisions, and being decisive with the courage of our convictions. |