

Purpose

This Board Diversity Policy sets out the approach to diversity and inclusion for the Board of Directors of Kier Group plc ('the Board') and its sub-committees.

Policy statement

The Board recognises the benefit and value of diversity in its broadest sense and believes that having a workforce and leadership that reflects the communities Kier supports is integral to our culture. The Chairman leads the Board diversity agenda and aims to continuously improve diversity generally, including the gender, ethnic and cognitive balance, which ultimately leads to more constructive discussion and effective decision making.

Policy objectives

The Nomination Committee ('the Committee') reviews and assesses Board composition on behalf of the Board and recommends the appointment of new Directors.

Prior to any appointment to the Board and its sub-committees, the Committee considers the combination of skills, experience, independence and knowledge appropriate to the role as well as demographics including gender, ethnicity, age, disability, sexual orientation, education, professional experience and socio-economic background to the extent legally permitted, and other relevant personal attributes that can provide the range of perspectives and challenge needed to support good decision making and competitive advantage.

In identifying suitable candidates for appointment to the Board, the Committee will consider candidates on merit against objective criteria and with due regard to the benefits of diversity of thought and background that form a well-rounded Board, thereby enabling it to discharge its duties and responsibilities effectively. The Committee seeks to ensure that long lists and short lists of possible appointments to the Board reflect this position.

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The Board aims to meet regulatory targets and recommendations where possible and appropriate, taking into account the circumstances and requirements of the business. This includes, but is not limited to, aspiring to meet targets set out in the UK Listing Rules along with the recommendations of the FTSE Women Leaders Review for gender diversity and the Parker Review for ethnic diversity. The UK Listing Rules require listed companies to disclose annually their position against the following board diversity targets:

- At least 40% of the board are women;
- At least one woman in the position of Chair, Senior Independent Director, Chief Executive or Chief Financial Officer; and
- At least one director from an ethnic minority background.

The Committee oversees plans for diversity and inclusion below Board-level and assess progress annually. In particular, it monitors the gender and ethnic diversity of senior management, and encourage and monitor the development of a diverse internal talent pipeline to meet future succession planning needs.

As required by the UK Corporate Governance Code, we report annually on Board diversity and how it has been implemented within the Corporate Governance section of the Kier Group plc Annual Report.

The effectiveness of this Policy is monitored by the Nomination Committee.

Further information

Kier's Diversity & Inclusion policy

This Policy was approved by the Board in September 2025 and will be reviewed annually.

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