



## Board Diversity Policy

Costain Group Plc (Costain) is wholly committed to having a diverse Board, including gender diversity. Costain's policy (the policy) is to ensure that there remains a strong focus on maintaining a Board which has a broad range of skills, backgrounds and experience, whilst ensuring the best people are appointed. Within this context, and as part of the ongoing process of refreshing the Board, Costain continues to encourage and welcome interest from a wide range of candidates who will add to the diversity of the Board.

At the date of adoption of this policy, the Board currently has 37.5% female representation, already exceeding the targets set under the Hampton-Alexander Review requiring FTSE 350 Boards to have at least 33% female representation by 2020. The Board also acknowledges the Parker Review requiring FTSE 250 Boards to have at least one BAME (black, Asian and minority ethnic) director by 2024. Ethnic diversity continues to be a focus at both Board level and throughout the business.

In addition, the Board places high emphasis on the importance of developing broad diversity in the senior management within the Group and therefore oversees the Group's aim to ensure 33% female representation within senior management positions across the group by 2020.

In the last two years, the Company's female representation in senior leadership roles has increased from 10% to 18% and Costain has a clear action plan in place to increase this further. Initiatives include the launch of the Gender Network, targeted development programmes and attracting diverse shortlists for senior appointments. This objective is monitored by the Board and is built into the performance measures of the executive leadership team.

This policy has the full support of the chairman and the Board of directors.