



BOARD DIVERSITY AND INCLUSION POLICY

The purpose of this Board Diversity and Inclusion Policy (the “Policy”) is to ensure an inclusive and diverse membership of the board of directors and board committees of Costain Group PLC (the “Board”) resulting in optimal decision-making for the benefit of its shareholders, having regard to the interests of other stakeholders.

Costain Group PLC (Costain) is committed to cultivating a culture of inclusion, setting a clear tone from the top, with the Board and executive board championing diversity and inclusion to align with the Company’s purpose and values and to reflect Costain’s workforce and society more generally. This extends to broader diversity aspects such as sexual orientation, disability and socio-economic background

Costain is committed to having a diverse Board, including gender, ethnic and cultural diversity. Costain’s Policy is to ensure there remains a strong focus on maintaining a Board which has a broad range of skills, backgrounds, perspectives, knowledge 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 bring diversity of thought to the Board.

The Board has achieved the boardroom diversity targets set by the respective Hampton-Alexander and Parker Reviews:

- By 2020 women to make up at least 33% of a company’s board positions – Achieved in 2017 and maintained, with the CFO and senior independent director positions currently held by women.
- FTSE 250 companies to have at least one non-white director on their boards by 2024 – Achieved in 2017 and maintained.

Diversity continues to be a focus at both Board level and throughout the business. The Board places high emphasis on the importance of increasing diversity in the senior management and the wider workforce. The Board endorses the objectives set out in the [2021 Inclusion Strategy](#) approved by the executive board and supports the actions required to meet these objectives.

Costain has a clear implementation plan in place to improve diverse representation, close its gender pay gap and continue building an inclusive culture that allows employees, suppliers and stakeholders to be at their best. Initiatives include targeted development programmes for diverse talent and attracting diverse shortlists for senior appointments. Progress in meeting the Company’s objectives is monitored by the Board and is built into the performance measures of the executive board.

This Policy was approved by the Nomination Committee on 14 December 2021.

A handwritten signature in blue ink that reads "Paul Golby".

Signed:
P Golby (Chair)

Business Owner: C Warbrick