



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 (the “Board”) and board committees of Costain Group PLC (“Costain”) resulting in optimal decision-making for the benefit of its shareholders, having regard to the interests of other stakeholders.

Costain Group PLC 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 and committees that include gender, ethnic and cultural diversity. Costain’s Policy is to ensure there remains a strong focus on maintaining a Board with a broad range of skills, education, 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 aims to maintain and/or achieve the Board representation targets as per Listing Rule LR 6.6.6(9), reporting compliance annually in the Costain Group PLC Annual Report and Accounts.

Target	Progress
<ul style="list-style-type: none">Women to make up at least 40% of a company’s board positions	<ul style="list-style-type: none">Compliant since 2017
<ul style="list-style-type: none">At least one of the senior board positions (Chair, Chief Executive Officer (CEO), Senior Independent Director (SID) or Chief Financial Officer (CFO) is a woman	<ul style="list-style-type: none">Compliant since 2018 (Currently the Chair and CFO positions are held by women.)
<ul style="list-style-type: none">At least one member of the board is from a minority ethnic background	<ul style="list-style-type: none">The Company will ensure a diverse pool of candidates is considered for any future Board appointments.

The Board places high emphasis on the importance of increasing diversity in senior management and throughout the wider workforce by ensuring the business has a clear plan in place to improve diverse representation, close its gender and ethnicity pay gaps, 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. The Board monitors progress in meeting the Company’s objectives and targets, which are included in the performance measures of the executive board and senior management.

This Policy was approved by the Board on 4 March 2026.