

Keller Group plc

Board Diversity Policy

approved by the Board on 26 January 2021

1. Purpose

This Board Diversity Policy (the “Policy”) sets out the approach to diversity both on the board of directors (the “Board”) of Keller Group plc (“Keller”) and more widely across the organisation.

Keller’s commitment to equality, diversity and inclusion aligns with our values of integrity, collaboration and excellence and is underpinned by our inclusion commitments.

This policy is owned and supported by the Keller Board and forms a key component of the culture at Keller that will support the long term sustainable success of our business for the benefit of stakeholders as a whole.

2. Policy Statement

Keller is committed to being a diverse and inclusive organisation and place to work, reflecting the world in which we operate and therefore acknowledges the broadest definition of diversity.

The selection of candidates to join the Board will continue to be made based on merit and the individual appointee’s ability to contribute to the effectiveness of the Board, which in turn will be dependent on the pool of candidates available. All appointments and succession plans will seek to promote diversity of gender, ethnicity, skills, background, knowledge, international and industry experience and other qualities.

Keller will aim to develop a strong pipeline of diverse candidates for Executive Board roles and for its Executive Committee with a goal of ensuring that it is made up of an appropriate balance of skills, experience and knowledge required to effectively oversee the management of the Company in the delivery of its strategy.

3. Our Targets and Objectives

The Board is committed to promoting equality, diversity and inclusion in the boardroom, to ensure all are able to contribute to Board discussions, and aim to meet industry targets and recommendations wherever possible. This includes our objective of meeting the diversity targets recommended by the Hampton-Alexander Review and Parker Review:

- 33% female share of Board Directors by 2020; and
- minimum of one Board Director from an ethnic minority background by 2022.

The Board, supported by the Nomination Committee, is also committed to:

- ensuring that the Board is comprised of a good balance of skills, experience, knowledge, perspective and varied backgrounds;
- only engaging search firms who are signed up to the Voluntary Code of Conduct for Executive Search firms;
- ensuring that Board appointment 'long lists' will be inclusive according to the widest definition of diversity;
- considering candidates for Non-Executive Director Board appointments from a wide pool, including those with no listed company Board level experience; and
- reporting annually on the diversity of the executive pipeline as well as the diversity of the Board.

The Chairman and Board will ensure that the annual evaluation of the Board effectiveness considers the composition and diversity of the Board.

We will also measure the inclusiveness of our workplace through regular engagement and dialogue with our employees. This approach will enable Board consideration of the organisation's culture and behaviours that underpin the outcomes.

Progress against these targets will be reported in the Keller Group plc Annual Report and Accounts with a description of this policy.

4. Review and Responsibilities

The Nominations Committee supports the Board in applying this policy by regularly reviewing the Boards' effectiveness and composition each year and, in particular, considering the balance of skills, experience and independence of the Board ahead of making recommendations to the Board for any proposed changes. It also considers the benefits of all aspects of diversity, but without compromise as to the calibre of Directors, when identifying candidates for appointment. The Board and Nominations Committee will adhere to this Policy when reviewing existing Board composition and whilst recruiting to the Board.

5. Review of the Policy

The Board and Nominations Committee will keep this Policy under review to ensure its effectiveness and alignment with best practice and the requirements of the 2018 UK Corporate Governance Code and any other relevant legislation. The Policy will be reviewed annually by the Nominations Committee with any proposed changes recommended to the Board.

This Policy is available on the Company's website.