

**Keller Group plc**  
**Board Diversity Policy**  
**approved by the Board on 19 May 2026**

## **1. Purpose**

This Board Diversity Policy (the “Policy”) sets out the approach to diversity on the board of directors (the “Board”) of Keller Group plc (“Keller”).

Keller’s commitment to equality, diversity and inclusion aligns with our values of [safety, people, excellence and integrity](#) and is underpinned by our [inclusion commitments](#).

This Policy is owned by the Keller Board and forms a key component of the culture at Keller, which supports the long-term sustainable success of our business for the benefit of stakeholders as a whole.

## **2. Policy Statement**

Keller is committed to creating a workplace where employees feel valued and empowered, strengthening our culture and supporting our business strategy worldwide. This commitment includes our Board of Directors.

The selection of candidates to join the Board is 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 in its broadest sense, to include gender, ethnicity, skills, social background, knowledge, international and industry experience, cognitive strengths and personal disability.

## **3. Our Targets and Objectives**

The Board is committed to promoting equality, diversity and inclusion in the boardroom and aims to meet key industry targets and recommendations wherever possible. This includes our objective of meeting the key industry diversity targets recommended by the FTSE Women Leaders Review and the Parker Review, as follows:

- 40% women on the Board;
- at least one of the four senior Board roles<sup>1</sup> held by a woman; and
- minimum of one Board Director from an ethnic minority background.

The Chair and Board will ensure that the annual review of the Board effectiveness considers the composition and diversity of the Board.

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<sup>1</sup> Chair, Chief Executive Officer, Chief Financial Officer, Senior Independent Director

Progress against these targets will be reported in the Keller Group plc Annual Report and Accounts, with a description of this policy, in compliance with the UK Listing Rule 6.6.6R(9).

#### **4. Review and Responsibilities**

The Nomination and Governance Committee supports the Board in applying this Policy by regularly reviewing the Board's 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 the Nomination and Governance Committee will adhere to this Policy when reviewing existing Board composition and while recruiting to the Board.

#### **5. Review of the Policy**

The Board and Nomination and Governance Committee will keep this Policy under review to ensure its effectiveness and alignment with best practice, regulatory requirements and associated guidance.