



Morgan Sindall Group plc
Board Inclusion and Diversity Policy

Adopted by the Board on 15 June 2017
Latest version reviewed and approved by the Board on 24 June 2025

Introduction

At Morgan Sindall Group (“the Group”) our responsible business strategy is driven by our five ‘Total Commitments’ which address the Group’s most material environmental, social and governance (ESG) issues. Developing people forms part of this and incorporates our approach to inclusion and diversity. To maintain an effective Board, we seek to attract and retain a talented and diverse mix of expertise, experience, skills, backgrounds and perspectives. The Group Chair leads the Board diversity agenda, with the aim of continuously improving Board diversity, leading to more informed decision making and better outcomes. Inclusion and diversity are embraced at all levels across the Group and are reflected in our culture and values which help us achieve our strategic objectives.

Policy overview

This Board Inclusion and Diversity Policy (“the Policy”) provides a framework for the effective management of the Group’s Board composition with respect to ensuring its inclusivity and diversity. The policy supports and aligns with our Group Inclusion and Diversity Policy and Code of Conduct.

Notwithstanding the below, all Board and GMT appointments will be made on merit in the context of the skills and experience needed.

Policy objectives

- Women make up at least 40% of the Board, with at least one senior Board position (Chair, CEO, Senior Independent Director, or CFO) fulfilled by a woman (including those self-identifying as women)
- At least one member of the Board is from a minority ethnic background
- Female representation will make up at least one third of our group management team (GMT, our senior management team)
- Increase the number of senior leaders (senior leaders defined as GMT + direct reports) from a minority ethnic background to 6-8% by 2027.

To meet these objectives, we will ensure alignment to the following standards:

- We will consider diversity in its broadest sense¹ when reviewing the composition and balance of the Board and when conducting annual Board effectiveness reviews.
- We will encourage and monitor the development of internal high-calibre employees considering all aspects of diversity to support internal talent pipeline for Board and GMT succession.

¹ For instance, aspects such as age, gender, ethnicity, sexual orientation, disability or educational, professional and socio-economic backgrounds.

- We will ensure that the policies adopted by the Group will promote diversity among the GMT, within their direct reports and within the development pipeline.
- The executive team will oversee succession plans to ensure they meet the current and future requirements of the Group and its strategy.
- We will only use the services of those executive search firms who have signed up to the Enhanced Code of Conduct 2019 for Executive Search Firms.
- We will ensure the non-executive search pool is compiled by drawing from a broad and diverse range of candidates which includes individuals who are female, from minority ethnic backgrounds and with a wide range of expertise and skills.
- As required by the UK Corporate Governance Code and Listing Rules, we will report on Board diversity in our Annual Report, including how we are meeting our objectives to promote diversity across the wider business.