



Morgan Sindall Group plc
Group Inclusion and Diversity Policy
Adopted 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. We are committed to promoting a dynamic and open workplace, which nurtures an engaged and talented team that is reflective of the communities we serve. Our aim is to ensure that every one of our colleagues is given the opportunity to use their abilities, skills and experience to achieve the improbable.

We respect the rights of all individuals that work for our business irrespective of age, gender, ethnicity, religion, sexual orientation, disability, or educational, professional and socio-economic background.

Policy overview

This Group Diversity and Inclusion Policy (“the Policy”) provides a framework for the effective management of the Group’s operational activities with respect to creating a diverse and inclusive workplace. Each of our divisional boards is required to develop its own policy which supports this framework. The Group Board of directors (“the Board”) expects that this policy will support inter-company collaboration and lead to the application of a consistent set of standards with respect to diversity, including key performance measurement and reporting procedures based on current and emerging best practice guidance from across our business and industry.

The policy supports and aligns with our Group’s Board Inclusion and Diversity Policy and Code of Conduct. It applies to all Group employees across all our divisions, including our contractors and subcontractors working across our offices and sites. When working with our partners, subcontractors and suppliers, we also encourage them to apply the standards and principles set out in this Policy. The content of this Policy has been approved by the Board and will be reviewed regularly and updated as necessary.

- We will not tolerate unlawful discrimination and bias and anyone that has a concern regarding discrimination is encouraged to inform their line manager or a colleague and use our whistleblowing facility (as outlined in our Group Code of Conduct).
- We will comply with all relevant legislation, regulation and other applicable legal requirements. If policy, business targets or initiatives surpass local legislation, this is also supported.
- We will adhere to all local legislation in our recruitment process and ensure that an equitable process is adhered to that applies fair and appropriate selection criteria for roles.
- We will operate a consistent set of Group internal controls which are consistently deployed across the Group and supported by our internal audit function.
- We will maintain the transparency of our diversity performance through timely and accurate reporting, which is regularly reviewed by the Board.

- We will continuously evaluate our operations and supply chain to identify, assess and address risks and to engage key stakeholders.
- We will ensure employees have equal opportunities for training, promotion and development and are given the opportunity to discuss their development with their line manager.
- We will make reasonable adjustments to our working practices to overcome barriers caused by disabilities for employees and job applicants.
- We will take steps to eliminate unconscious bias from our decision-making by providing appropriate training and ensuring a diverse talent pool is considered throughout the recruitment process.