



BOARD DIVERSITY POLICY

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1. INTRODUCTION

1.1 Kenya Airways Limited (hereinafter referred to as ("***the Company***") recognises the importance of creating and maintaining a Board that leverages its diversity in, among others, academic and professional qualifications, technical and industry knowledge, gender, backgrounds, experiences, nationality, age, ethnicity and perspectives so as to deliver value to the Company and in order to reflect the diversity of the Company's Stakeholders.

2. PURPOSE

2.1 The purpose of this Board Diversity Policy ("***the Policy***") is to outline the Company's policy and practices towards achieving and maintaining diversity on its Board for enhanced performance.

2.2 The Policy shall guide the Board in identifying suitable candidates for recommendation to shareholders for Board appointment.

3. POLICY STATEMENT

3.1 The Company recognises the importance of a diverse Board and is committed to ensuring that its Board is diverse enough in order to deliver value to stakeholders by harnessing the value brought on board by differences in academic and professional qualifications, technical and industry knowledge, gender, backgrounds, experiences, nationality, age, ethnicity and perspectives.

4. GUIDING PRINCIPLES

4.1 In determining the optimal size and composition of the Board, the Corporate Governance and Nominations Committee ("***the Committee***") will have due regard to diversity within the broad parameters of the Company strategy.

4.2 In making recommendations for Board appointments, the Committee will be guided by the need to ensure an appropriate balance in diversity and in this regard, the Committee will be guided by the Board's Skills Matrix with a view to ensuring that all Board appointments are made on merit and taking into consideration diversity in skills, background, gender experience, independence and knowledge which the Board as a whole requires to be effective.

4.3 The Committee shall ensure that the Board is comprised of Executive; Non Executive and Non Executive Independent Board members with the majority being Non Executive Board members.

4.4 The Committee will discuss and agree annually all measurable objectives for achieving diversity on the Board and recommend them to the Board for adoption.

5. MONITORING AND REPORTING

5.1 The Committee will assess the diversity objectives of the Board annually, as well as the progress in achieving the objectives.

5.2 The Company will disclose in each annual report the measureable objectives for achieving the diversity objectives set by the Board in accordance with this Policy and progress towards made towards achieving them.

6. POLICY REVIEW

6.1 The Board will review this Policy regularly to ensure it remains consistent with the Board's objectives and responsibilities.

6.2 The Chairperson will sign the approved Policy.