



Board and Leadership Diversity policy

1.0 Purpose

- 1.1 The Board recognises the benefit and value of diversity in its broadest sense and believes diversity of perspective and experience enables more effective discussion and better decision making.
- 1.2 The Board is committed to the creation of an inclusive culture, where each individual is given the opportunity to contribute and use their talents and abilities to their maximum potential.
- 1.3 Consideration is given to the combination of demographics, skills, experience, race, age, gender, educational and professional background and other relevant personal attributes on the Board to provide the range of perspectives, insights and challenge needed to support good decision making.

2.0 Scope

- 2.1 This policy applies to the Board, the Executive Committee and Senior Leaders (defined as the Executive Committee and their Direct Reports).

3.0 Roles and Responsibilities

- 3.1 The Nomination Committee reviews and assesses Board composition and recommends the appointment of new Directors to the Board. The Committee also oversees the annual review of Board effectiveness which includes consideration of the culture of the Board and the measurable objectives for achieving diversity on the Board.

4.0 Standards and Controls

- 4.1 The Board is committed to maintaining gender diversity of at least 40% female representation on the Board and Senior Leaders. At least one of the Senior Board positions (comprised of either Chairman, Chief Executive, Senior Independent Director or Group Finance Director) to be female.
- 4.2 The Board is committed to maintaining the ethnic diversity of the Board in line with the recommendations of the Parker Review (which recommends at least one director from an ethnic minority background for FTSE 250 companies by 2024) during its recruitment processes. To support ethnic diversity, the Board is committed to a target of 13% of its Senior Leaders from an ethnic minority background.
- 4.3 The Board will only engage executive search firms who have signed up to the Voluntary Code of Conduct Executive Search Firms.
- 4.4 Appointments are made on merit, taking account of the specific skills and experience, independence and knowledge needed to ensure a rounded Board and the diverse benefits each candidate can bring to the overall Board composition.

- 4.5 Any potential Board appointment which would cause the Board not to meet these objectives of this Policy, will be considered by the Nomination Committee so that it is completely satisfied that the most appropriate candidate could not be recruited from under-represented groups.

5.0 Dependencies and Interactions

- 5.1 The Board places high emphasis on the development of a diverse internal talent pipeline to meet future succession planning needs. This is underpinned by a range of policies and initiatives within the Group to provide mentoring and development opportunities for females and those from ethnic minority backgrounds to ensure unbiased career progression opportunities.

6.0 Assurances

- 6.1 The effectiveness of this Policy will be monitored by the Nomination Committee. The Committee will report annually, in the corporate governance section of the Annual Report on the process it has used in relation to Board appointments and succession planning.