

# Board Diversity Policy

1 January 2026

## Board Diversity Policy

### Purpose

The Board Diversity Policy (the Policy) sets out the approach to diversity and inclusion on the Quilter plc Board (the Board). Quilter recognises the importance and value of diversity, inclusion and equal opportunity in driving good decision making and the Board's role in leading a culture where everyone can thrive. The Policy sets out the Board's approach to diversity and inclusion in senior management. The Board further supports the Inclusion and Diversity Action Plan for all colleagues, which is published on our website, [plc.quilter.com](https://www.quilter.com).

### Board Diversity

The Board acknowledges the significance of ensuring its membership reflects diversity in its broadest sense. A diverse Board which is representative of the wider communities we operate in can more appropriately consider the interests of our stakeholders and drive diversity and inclusion across Quilter. We are committed to creating an organisational culture and environment in which all colleagues can thrive through equal treatment and equal opportunity, and where diversity and inclusion in its broadest sense is nurtured and celebrated. We are committed to ensuring that our Company reflects the diverse communities we serve, and provides equal opportunity and support so all can use their skills and experience to contribute to our business. The Board acknowledges that it has an obligation to both role-model and lead a culture where diversity and inclusion underpin our core value that we are stronger together.

In order to create a diverse Board, consideration is given to the combination of skills, professional experience and personal qualities that are present and required on the Board in line with its stated intent to create a more diverse membership. All appointments are made on merit, taking account of the skills, experience and knowledge needed to ensure a representative and effective Board.

### Objectives

The Board is committed to ensuring that:

- The Board is made up of an appropriate range of skills, experience, knowledge and backgrounds. We consider all drivers of diversity, inclusion and equal opportunity when reviewing the composition and balance of the Board, and will seek opportunities to drive a more diverse pipeline.
- A minimum of 40% of the Board are women.
- At least one of the senior board positions (Chair, Chief Executive Officer (CEO), Chief Financial Officer (CFO) or Senior Independent Director (SID)) is a woman.
- At least one Director is from a minority ethnic background.
- In considering the composition of our standing Board Committees, due regard is given to diversity in its broadest sense.
- It oversees management's actions to increase the diverse representation in senior management and leadership roles.
- In order to achieve the development of a more diverse pipeline for Board succession, Quilter proactively seeks opportunities to support Quilter's strategy of creating more diversity, inclusion and equal opportunity at senior management level.
- At least 40% of our Senior Management team<sup>1</sup> will be women by 2025.

---

<sup>1</sup> 'Senior Management team' is defined as ExCo plus ExCo minus 1.

- At least 13% of our Senior Management team will be from a minority ethnic background by the end of 2027.

To support a diverse selection process, Quilter only engages executive search firms who have signed up to the voluntary Code of Conduct on both gender and ethnicity and firms support best practice.

## Review

Quilter's diversity and inclusion practices are reviewed by the Board on a regular basis to ensure that the Board continue to influence the drive for increased diversity and inclusion across the Company.

## Responsibility

The Board Corporate Governance and Nominations Committee (the Committee), on behalf of the Board, is responsible for the implementation and delivery of this Policy.

The Committee regularly reviews and assesses Board composition, on behalf of the Board, and recommends to the Board the appointment of new Directors.

The Board recognises that there may be periods of change on the Board when the above objectives may not be met. However, it is the Board's longer-term intention to at least maintain the balance on the Board in line with this Policy.

The Committee reports annually on Board diversity and inclusion within the Governance section of the Quilter plc Annual Report and Accounts.