



## MELROSE BOARD OF DIRECTORS DIVERSITY POLICY

### Purpose

This Policy sets out the approach to diversity with respect to the Melrose Industries PLC (“Melrose”) board of directors (the “Board”). The Nomination Committee will review this Policy on an annual basis to monitor its effectiveness, and has responsibility for implementing this Policy.

### Principles

- Melrose is a meritocracy and individual performance is the key determinant in any appointment to the Board, irrespective of any personal characteristic, trait, or orientation; and
- Melrose has, however, long understood the value of diversity to its long-term success. Therefore the Board together with the Nomination Committee places great emphasis on ensuring that its membership and pipeline for succession planning is suitably diverse.

### Appointments to the Board

While the most important priority of the Nomination Committee has been, and will continue to be, to ensure that the best candidate is selected on the basis of merit, the Nomination Committee also takes into account a variety of factors before recommending any new appointments to the Board. These include the relevant balance of skills, knowledge and experience needed to ensure a rounded Board, and the benefits each candidate can bring to the overall Board composition.

The Board also requests that diverse candidates be included within shortlists for vacancies on the Board, and the Nomination Committee accordingly takes into consideration characteristics such as race, ethnicity, country of origin, nationality, cultural background and gender in order to encourage an adequately diverse shortlist of candidates.

### Objectives

To support its continued progress on diversity, guided by the FTSE Women Leaders Review on gender diversity and the Parker Review on ethnic diversity, Melrose aims to maintain at least 40% female representation on the Board and at least one member of the Board from an ethnic minority background. The Board will also aim to improve gender diversity in senior board positions where possible.

Melrose’s wider commitment to Diversity and Inclusion is found in the Melrose ‘Diversity, Equity and Inclusion Policy’. The Nomination Committee strongly encourages the executive directors to adopt the same approach when making appointments to the Melrose Executive Committee or the wider senior management team, to ensure that the diversity of Melrose’s senior management continues to be improved.