

SHAFTESBURY CAPITAL PLC

BOARD DIVERSITY AND INCLUSION POLICY

The Board of Shaftesbury Capital believe that throughout the Group, diversity of experience and perspective can lead to improved decision making.

At Shaftesbury Capital, all appointments to the Board shall be made on individual merit with consideration towards diversity in gender, race, social and ethnic backgrounds, age, sexual orientation, disability and differences in professional and personal experiences. Consideration will also be given to the individual's knowledge of the industry, their experience and the individual's ability to constructively challenge and offer strategic guidance to the Board as a whole. The Board considers diversity in all aspects of Board appointments including the Board Committees and senior Board positions. The Executive directors also consider diversity in Executive Committee and senior management appointments. Shaftesbury Capital will only use executive search firms that are signatories to the Voluntary Code of Conduct for Executive Search Firms and will require diverse candidate lists.