

**Board Commitment Statement**

The Board places great emphasis on ensuring that its membership reflects diversity in its broadest sense. Diversity to us means having employees from different backgrounds and with differing experiences, combining skills and experience, ethnicity, age, gender, educational and professional background and other relevant personal attributes; together this brings diversity of thought which is vital to any business.

Our key strategic priorities, which are centred around safety, people, growth and delivery can only be enhanced by seeking diversity of opinion and thought which is achieved through having a varied Board membership.

We have a Nomination Committee whose role it is to monitor the structure, size and composition of our Board; to consider succession planning for Board Directors and senior management and when Board vacancies arise, to nominate for approval appropriate candidates to fill those roles. In addition, we have a Responsible Business Committee, whose role (amongst others) is to promote equality, diversity and inclusion throughout the Group, and oversee the development and implementation of the Equality Diversity and Inclusion Strategy to achieve the same.

We are committed to seeking to improve our position on Board diversity when appropriate opportunities arise.

**Objectives**

1. The Board will ensure that it is made up of an appropriate mix of skills, experience and knowledge required to effectively oversee and support the management of the Group.
2. The Board has set a target to meet the objective of the Hampton Alexander Review, in that at least 33% of our Board members are women provided that this is consistent with the prevailing skills and diversity requirements of the Group as and when seeking to appoint a new Director to the Board. It is recognised that there will be periods of change on the Board and that this number may be smaller for periods of time while the Board is refreshed, however, it is our longer-term intention to achieve this target.
3. The Board has set a target to meet the objectives of the Parker Review for at least one Black, Asian and Minority Ethnic (B.A.M.E) Board member provided that this is consistent with the prevailing skills and diversity of the Group as and when seeking to appoint a new Director to the Board. It is recognised that there will be periods of change on the Board and that this target is reliant upon the Board being refreshed, however, it is our longer-term intention to achieve this target.
4. The Board will consider candidates for appointment as Non-executive Directors from a wider pool including those with little or no previous FTSE Board experience.
5. The Board will work with external recruitment consultants to provide support for Board appointments and will ensure that Non-executive Director 'long lists' include both women and B.A.M.E candidates.
6. The Board (in conjunction with the Committee and the Responsible Business Committee) will support and monitor Group activities to increase the percentage of senior management roles held by women and other under-represented groups across the Group. Activities may include, but not be limited to, the hiring of diverse external senior managers and internal promotion activity but also continued emphasis on diverse pipeline, graduate and apprentice recruitment to support this objective long term.

7. The Committee (together with the Responsible Business Committee), on behalf of the Board, will monitor, challenge and support internally set targets for diversity and inclusion at all levels across the organisation.
8. The Committee (together with the Responsible Business Committee), on behalf of the Board, will report annually against these objectives and other initiatives taking place within the Company which promote gender and other forms of diversity.