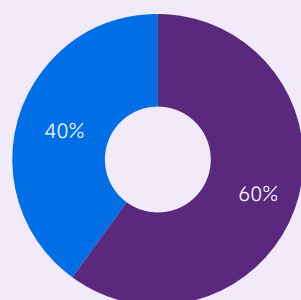


Corporate governance continued

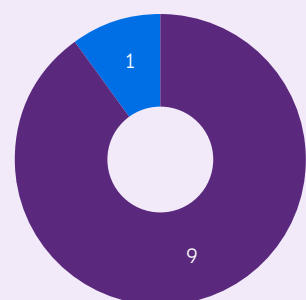
Board composition dashboard as at 31 December 2023⁽¹⁾

Sex



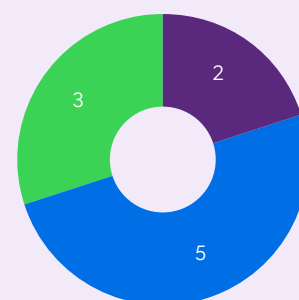
Male
Female

Ethnicity



White
Minority ethnic

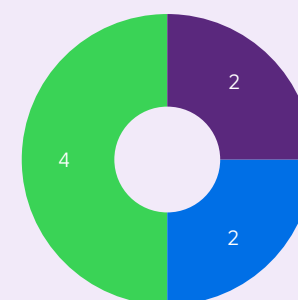
Age range



45-55
56-65
66-75

Tenure

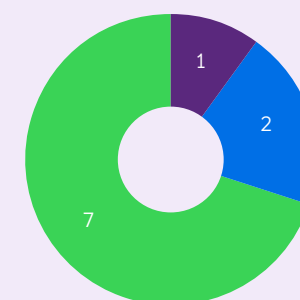
Chairman and
non-executive directors



0-3 years
3-6 years
6-9 years

Full Board average tenure: 4.2 years

Independence



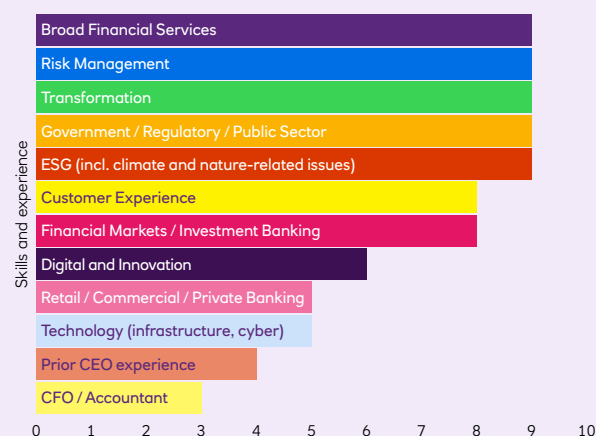
Chairman
Executive directors
Independent non-executive directors

Board skills and experience

The Board is structured to ensure that the directors provide an appropriate combination of skills, experience and knowledge as well as independence.

The bar chart opposite is an extract from our Board skills matrix, which is reviewed by the Group Nominations and Governance Committee and approved by the Board annually.

The matrix reflects directors' self-assessment of the skills and experience they bring to Board discussions, in line with pre-determined criteria aligned to current and future strategic priorities.



Boardroom inclusion policy

Our boardroom inclusion policy aims to promote diversity and inclusion in our Board and Board Committee composition, and in the nominations and appointments process.

Our disclosures under UK Listing Rule 9.8.6(9) and (10) (Board and executive management diversity) can be found on page 107.

(1) As at 31 December 2023 there were 10 directors on the Board.