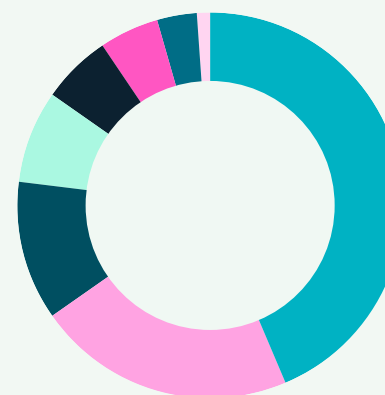
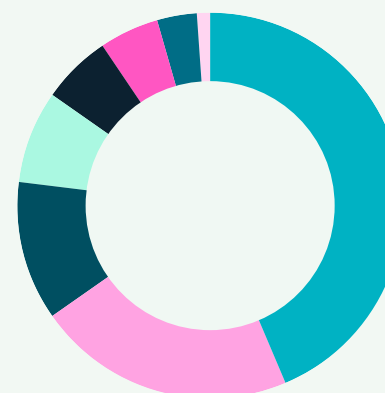


Emissions category	tCO2e	Percentage of total emissions
Goods & services	8,953	43.85%
Marketing	4,427	21.68%
Cloud	2,343	11.48%
Colleagues	1,610	7.89%
Payment processing	1,212	5.94%
Products	1,002	4.91%
Travel	679	3.33%
Offices & waste	192	0.94%



## FY2024 Emissions: market-based

- Goods & services
- Marketing
- Cloud
- Colleagues
- Payment processing
- Products
- Travel
- Offices & waste



## FY2023 Emissions: market-based

- Goods & services
- Marketing
- Cloud
- Colleagues
- Payment processing
- Products
- Travel
- Offices & waste

FY2024 results show the 13 months ended 31 March 2024 vs the 12 months ended 28 February 2023 for FY2023. This is because we changed our financial year during FY2024.

# Board diversity and engagement

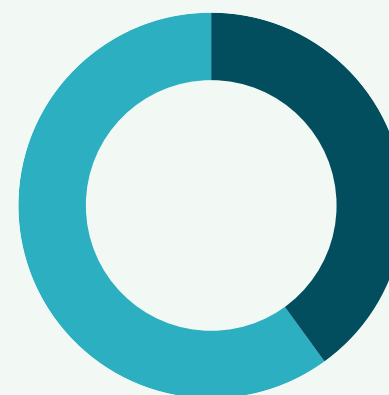
## We're committed to diversity at all levels, including Board level

We're pleased to say that we're meeting the majority of our diversity objectives, including gender representation on our Boards. We're proud that our Boards continue to represent a diverse and inclusive workplace. 3 of our 4 Group Committees are chaired by women and women make up more than 50% of our Board members. Beyond gender diversity, we have a wide range of experience, length of service, and independence on our Boards.

Our Board Diversity Policy influences our hiring and succession planning as well as setting out objectives and our commitment to diversity in the broadest sense, including skills, geographic and industry experience, background, ethnicity, age and gender, to name a few things.

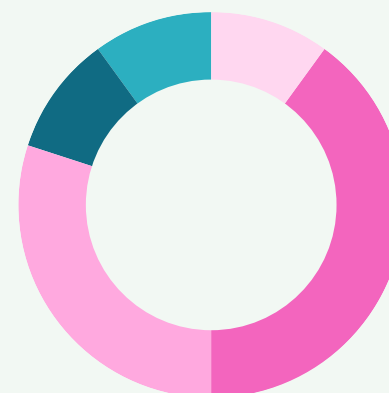
We worked with the executive search firm Korn Ferry for the Board appointment we made this year who, in line with our policy requirements, are signatories to the standard voluntary code of conduct for executive search firms.

As we shape our Boards and executive teams for the future, making sure we achieve diversity across a range of characteristics will continue to be a focus of our planning. We talk more about how and why diversity and inclusion is important to us on page 27.



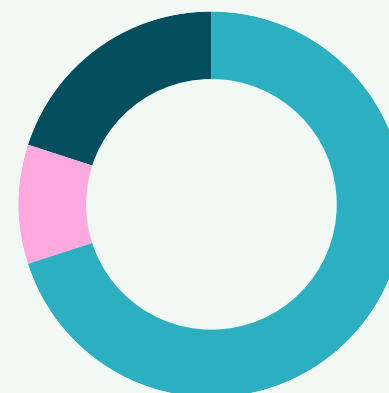
## Board diversity

- Men – 40%
- Women – 60%



## Board tenure

- Less than a year – 10%
- 1-3 years – 40%
- 3-6 years – 30%
- 6-8 years – 10%
- Over 8 years – 10%



## Board independence

- iNEDs – 70%
- Investor directors – 10%
- Executive directors – 20%

The tenure figures reflect the directors' appointments to the MBL Board. All Board members were appointed to MBHG in 2023 as part of the corporate restructure.

The data presented above included Matt Bromberg who served on the Boards during the year (see page 58).