

# Bunzl plc Board and Committee Diversity Policy

## Policy statement

The Board and Committee Diversity Policy of Bunzl plc (the “**Policy**” and the “**Company**”, respectively) sets out the approach to diversity and inclusion for the Company’s Board and its Committees. The Policy sits alongside the Group Inclusion and Belonging Policy (the “**I&B Policy**”), which applies to the wider workforce of the Bunzl Group. A copy of the Policy and the I&B Policy can be found on the Company’s website: [www.bunzl.com](http://www.bunzl.com).

The Board and its Committees are committed to diversity in its broadest sense and the Board will consider various factors when making director appointments, including age, gender, ethnicity, sexual orientation, disability, marital and civil partnership status, religion, educational, professional and socio-economic backgrounds, cognitive and personal strengths, or any other distinction.

## Objectives and targets

The primary objective when making new appointments is to ensure the strength of the Board’s composition. While the Board and Nomination Committee will continue to follow a policy of ensuring that the best people are appointed for the relevant roles, based on merit by assessing candidates against objective criteria, the directors recognise the benefits of greater diversity and will take account of this when considering any particular appointment. Greater diversity on the Board and its Committees ensures that that different perspectives and views are taken into account which contributes towards better decision making.

In considering the use of executive search consultants to facilitate the search for Board appointments, the Nomination Committee seeks to engage only those search firms that are signatories to the Voluntary Code of Conduct of Executive Search Firms on gender diversity and best practice. The overriding aim is to select and recommend the best candidate for the position, having regard to all of the different stakeholders that Bunzl has as a global organisation, while ensuring that the Board and Committee members are able to provide a range of perspectives, insights and challenge to support effective decision making.

The Nomination Committee, on behalf of the Board, will have regard to regulatory requirements and best practice, and will be guided by the recommendations and targets set out therein when considering changes to Board and Senior Management composition, specifically including the requirements in the Financial Conduct Authority’s UK Listing Rules, that:

- i) at least 40% of the individuals on the Board are women;
- ii) at least one senior position on the Board is held by a woman; and
- iii) at least one individual on the Board is from a minority ethnic background.

While the Board recognises that there may be occasions when the diversity of the Board and its Committees might fluctuate, the Board reiterates its continuing and long term aim to meet these targets.

Looking beyond the Board and Committees to the Group’s wider workforce, Bunzl is committed to treating people fairly and equally by accepting and embracing their diversity and ensuring there is an inclusive and positive working environment for all employees. In the annual succession planning reviews, there has been a particular focus on diversity within the business areas and one of the key objectives is to ensure there are no barriers preventing talented people from succeeding. There is also a range of initiatives within the Group to help

provide learning and development opportunities for female executives and to ensure unbiased career progression opportunities.

**Monitoring and reporting**

The Nomination Committee is responsible for regularly reviewing the structure, size and composition of the Board and its Committees, including the skills, knowledge, experience and diversity of the directors. It is also responsible for identifying and nominating appropriate individuals to fill Board vacancies as they arise. The Nomination Committee will report annually, in the Company's Annual Report, on the process followed in relation to any Board appointments made during the relevant period.

The Board is responsible for keeping the Policy under review and making changes thereto when appropriate to do so. The Company's Annual Report will contain a description of the Policy, its objectives, how it has been implemented and the results of its implementation. The Company will also report annually on its performance against the abovementioned targets.

Approved by the Board on 15 October 2025