



# Group Policy: Board Diversity & Inclusion

## Context

The Board believes that Diversity and Inclusion drives innovation and improved business performance. As a growing, global business we recognise the importance of reflecting the diversity of our customers and markets in our workforce. Equally, we encourage Equality, Diversity and Inclusion in our business because we seek to recruit, retain and develop the best talent which in turn drives business success. It is also aligned to our Values and it is the right thing to do.

We encourage differences in skills, knowledge, ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience and education. Diverse perspectives are valued at Synthomer. Every employee should be treated fairly regardless of their differences and everyone should be treated with respect at work.

These beliefs also drive our approach to board composition, where we are committed to Diversity and Inclusion in order that we can better fulfil our role in leading the business and considering the best interests of all of our stakeholders.

## Purpose

The purpose of this policy is to ensure an inclusive and diverse membership of the Board of Directors of Synthomer Plc. and to create a framework to align Board activity to support Diversity and Inclusion in Synthomer. This policy is applicable to the Board only but is intended to be consistent with Synthomer's Code of Conduct and other Global Policies. This policy is aligned with Synthomer's values, specifically the value of "Integrity"

## Policy Statement

The Board believes:

- ▶ The Board should be diverse in terms of skills, knowledge, professional and industry background and geographical experience as well as characteristics including but not limited to gender and ethnicity
- ▶ A Board that demonstrates both diversity and an inclusive culture will make better decisions and will benefit shareholders and other stakeholders
- ▶ The Board has a role in setting a tone from the top and working with the Executive Committee to champion Diversity and Inclusion throughout Synthomer

## Diversity Objectives and Reporting

1. The Board commits to:

- ▶ Gender: maintaining at least the current 33% level of female representation on the Board and working towards a gender balanced board
- ▶ Ethnicity: ensuring that at least one director is from a diverse ethnic background and working towards a higher representation.



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2. The Nomination Committee will regularly review the size, composition and structure of the Board and ensure that the Board has the right balance of skills, experience, knowledge and diversity:
  - ▶ An externally led Board Effectiveness review will be carried out every 3 years; an appropriately qualified independent external expert will undertake this review which will include a review of the structure, size, composition and diversity of the Board in its broadest sense and an assessment of culture and inclusiveness.
  - ▶ An annual Board effectiveness review and a review of the Board succession plan will be undertaken.
  - ▶ When making an appointment to the board, we will use open advertising or search consultants, with a brief to identify candidates from a variety of backgrounds and perspectives. The consultants will be asked to work to a specification which will include the strong desirability of producing a long list of possible candidates which fully reflects the benefits of diversity. We will only use consultants who have adopted the Voluntary Code of Conduct for Executive Search firms.
  
3. The Board will support management in increasing Diversity and Inclusion throughout Synthomer and Synthomer's commitment to:
  - ▶ Increase Diversity and Inclusion by focusing on all aspects of the employee lifecycle
  - ▶ Measure and report on a wide range of diversity characteristics, including but not restricted to gender, ethnicity and age (where it is culturally and legally appropriate to do so)
  - ▶ Develop and maintain a global Diversity and Inclusion action plan that will be shared with key stakeholders including the Board and employees annually
  - ▶ Measure and report on a range of inclusion indicators, including but not restricted to, employee surveys
  
4. Business Diversity and Inclusion action plans will be reviewed regularly at Board meetings

### Review

This policy will be reviewed and updated annually.

Adopted by the Board 2<sup>nd</sup> March 2021.

A handwritten signature in blue ink, appearing to read "C. Johnstone".

**Caroline Johnstone**  
**Chair of Synthomer**  
Synthomer plc