

Board Diversity and Inclusion Policy (the “Policy”)

This Policy sets out the approach to diversity and inclusion in respect of the Board of Directors of Breedon Group plc.

Policy Statement

Our Board Diversity policy aims to ensure we consider diversity in its broadest sense. The Board believes that a diverse Board with Board members contributing a range of views, insights, perspectives and opinions will improve the Board’s decision making and effectiveness.

At Breedon we strive to build a truly inclusive culture where all our colleagues feel they can belong and this Policy will align where relevant to the Group’s Diversity and Inclusion Policy applying to all colleagues.

Policy Objectives

The Nomination Committee regularly reviews the composition of the Board and leads Board member selection and assessment processes, recommending to the Board the appointment of new Directors.

All Board appointments and succession plans are made based on merit against objective criteria in the context of skills, experience, independence and knowledge that the Board requires to be effective.

In reviewing Board composition, the Nomination Committee will consider the benefits of diversity among Board members which will include age, gender, ethnicity, educational profile and socio economic background.

The Board acknowledges and supports the recommendations set out in the FTSE Women Leaders Review on gender diversity, the Parker Review on ethnic diversity and more generally the Listing Rules. The Board aspires:

- To maintain a membership comprising at least 40% women Directors
- To maintain at least one Board member who is from an ethnic minority background
- To have at least one senior Board position held by a woman

It is acknowledged that in periods of Board change there may be times when these objectives are not met.

At the time of approving this Policy, 43% of Board members were women, two members of the Board were from ethnic minority groups and all members in senior Board positions were male.

Monitoring and Reporting

Progress on the implementation of this Policy will be reported in the Corporate Governance section of the Annual Report to ensure it remains appropriate.

The Policy will be reviewed annually by the Nomination Committee with any proposed changes recommended to the Board.

Approved by the Board on 21 September 2023