

# Diversity and Inclusion Policy

This policy sets out the approach of AJ Bell plc and its subsidiaries (AJ Bell) to diversity and inclusion.

AJ Bell is an ambitious company with a clear purpose: to help people to invest.

To fulfil our objectives over the long term, we need to recruit and develop top talent with a wide range of skills, experience and backgrounds. This will help AJ Bell to be innovative, make good decisions and create an inclusive culture.

At AJ Bell, we consider diversity in its broadest sense, including aptitude, age, personality, professional experience, geographic experience, gender, ethnicity, disability, socio-economic background, sexual orientation and neurodiversity.

This policy explains the role our Board members play regarding the company's approach to diversity and inclusion for the Board, the Executive Management Board (EMB) and for the Company as a whole.

## Policy statement

We believe it is important that the Board and EMB are diverse in multiple dimensions. The Nominations Committee (NomCo) leads the Board's diversity and inclusion agenda with the aim of continuously improving diversity of thought and in turn, the quality of debate and decision-making at AJ Bell.

The Deputy CEO is the executive responsible for diversity and inclusion at AJ Bell. Together, NomCo and the Deputy CEO work on succession planning for appointments to the Board and EMB, and oversee talent development and the succession pipeline across the company. Non-executive directors including the Chair are engaged in broader efforts to nurture an inclusive culture at AJ Bell, including supporting internal staff development programmes through activities such as mentoring as well as attending staff events.

All appointments are made on the basis of merit, with due regard to the benefits of diversity in the context of the skills, experience and knowledge which the Board, EMB and teams within the business, as applicable, need to be effective. Selection processes take into account wider elements of diversity to ensure the composition of decision-making groups including the Board and EMB is appropriately balanced to support the strategic direction of AJ Bell.

The Board supports the aims of the Hampton-Alexander Review and the Parker Review. We favour targets over rigid quotas.

NomCo will assess the composition of the Board and EMB annually in light of their respective needs and the strategic direction of AJ Bell. It will conduct a gap analysis periodically, looking at the Board, EMB and Board sub-committees, considering various criteria including diversity. NomCo will also ensure that Board and EMB diversity is considered as part of the annual evaluation of Board and EMB effectiveness.

For Board and EMB appointments, AJ Bell will only engage executive search firms who have signed up to the Voluntary Code of Conduct around diversity. We require search firms to put forward a diverse range (across multiple criteria) of credible, qualified candidates for both non-executive and executive roles. Specifically, where appropriate we ask search firms to consider candidates for appointment as Non-Executive Directors from a broader pool including those with little or no prior FTSE board experience.

As required by the UK Corporate Governance Code, NomCo will report annually on Board diversity within the Corporate Governance section of AJ Bell plc's Annual Report, including on the process it has followed in relation to Board and EMB and other senior appointments and the progress being made towards its targets.

NomCo will review this policy, including its effectiveness, annually and recommend any revisions to the Board for approval.