Diversity and Inclusion Policy

AJ Bell plc and subsidiaries approach to Board and Executive Committee diversity and inclusion

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Introduction

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

AJ Bell is an ambitious company with a clear purpose: feel good investing.

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

At AJ Bell, we consider diversity in its broadest sense, including aptitude, diversity of thought, 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 ExCo and for the Company as a whole.

Policy statement

1. Our Board and Executive Committee diversity and inclusion policy

We believe it is important that the Board and ExCo 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 CFO is the executive responsible for diversity and inclusion at AJ Bell.

NomCo works with the CEO on succession planning for appointments to the Board and ExCo and oversees 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. The Chair is our nominated Director for employee engagement with oversight of the Employee Voice Forum, which gathers ideas and suggestions from employees to ensure feedback is heard and considered in Board decision-making processes.

All Board and ExCo appointments are made based on merit, with due regard to the benefits of diversity in the context of the skills, experience and knowledge which the Board, ExCo 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 ExCo is appropriately balanced to support the strategic direction of AJ Bell.

The Board is committed to the Board diversity targets set in the FCA UK Listing Rules of:

- a minimum of 40% female representation on the Board;
- no less than one female in the role of either Chair, Senior Independent Director, Chief Executive or Chief Financial Officer; and
- a minimum of one Board Director drawn from an ethnic diverse background.

The Board supports the aims of the FTSE Women Leaders Review and the Parker Review. We favour targets over rigid quotas.

NomCo will assess the composition of the Board and ExCo 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, ExCo and Board sub-committees, considering various criteria including diversity. NomCo will also ensure that Board and ExCo diversity is considered as part of the annual evaluation of Board and ExCo effectiveness.

For Board and ExCo 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 ExCo and other senior appointments and the progress being made towards its targets.

NomCo will review and approve this policy annually, to include consideration of its effectiveness.

Approved by	NomCo
Approval Date	29 September 2026
Next Review Date	September 2027