

## BOARD DIVERSITY & INCLUSION POLICY

***“We are committed to ensuring that the Bodycote Board has a membership that reflects the diversity of the business and encourages the inclusion of members with the expertise and experience to guide the business and strategy, for the benefit of all of its stakeholders”***

As a company we value diversity and the Board believes its membership should include an appropriate balance of skills, backgrounds, geographical experiences, personal strengths, gender, ethnicity, and diversity of thought. The Board recognises that a diverse range of views, perspectives, and opinions will improve its joint decision-making and ability to drive value for all Bodycote stakeholders.

Beyond its composition, the Board seeks to use inclusive language, behaviours and practice. It acknowledges that a culture of inclusion and diversity is cultivated through a clear tone from the top, achieved through thoughtful and active championing of Bodycote’s diversity and inclusion commitments and values.

The Chair leads the Board’s diversity agenda and commitment to continuous improvement. The selection of candidates to join the Board will continue to be made based on merit and on the individual’s ability to contribute to the effectiveness and diversity of the Board as a whole. All appointments and succession plans will be consistent with this policy.

In line with the recommendations from the FTSE Women Leaders Review and in accordance with the UK Listing Rules, the Board aspires to comprise:

- at least 40% women;
- with at least one senior Board position (Chair, Group Chief Executive, Chief Financial Officer or Senior Independent Director) being filled by a woman; and
- at least one director from a non-white minority ethnic background;

in all cases acknowledging that there may be times when this balance is not achieved or maintained.

The Board is committed to overseeing the development of a diverse succession pipeline, in support of management’s actions to increase the proportion of senior leadership roles held by women, those from non-white minority ethnic backgrounds, and other under-represented groups, in accordance with regulation, guidance and best practice recommendations.

The Nomination Committee of the Board will be responsible for ensuring that the Board has the right balance of skills and experience and, in accordance with its terms of reference, shall:

- regularly review Board composition, succession planning and talent management, which will include the broader aspects of diversity in order to identify when new board appointments may be required;

- engage with executive search firms who understand Bodycote’s values and approach to diversity and inclusion, and who will agree to comply with those values in identifying and proposing suitable and diverse candidates for appointment to the Board;
- identify suitable candidates for appointment to the Board on merit, against objective criteria, with the aim of strengthening and diversifying the Board’s combined skills, experiences and perspectives, to maximise overall Board effectiveness;
- oversee the implementation of our Group Equality, Diversity and Inclusion policy, which applies across our workforce;
- report annually on Board diversity as required by the UK Corporate Governance Code, UK Listing Rules, and any other regulatory requirements within the corporate governance section of the Annual Report, including the implementation of this policy; and
- review the Board Diversity Policy regularly and recommend any revisions to the Board.

This policy was approved by the Board on 18 September 2024.

<b>Policy owner:</b>	Chair of Bodycote plc Board
<b>Second policy owner:</b>	Group Company Secretary
<b>Approved by:</b>	Bodycote plc Board
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