

## **G4S plc - Board Diversity Policy**

We believe that having a diverse workforce and inclusive culture are important for the success of the company. The commitments made to our stakeholders are addressed in our diversity and inclusion strategy and referenced in the UK gender pay gap report. This Board Diversity Policy reflects our approach to achieving the same for our Board of Directors.

The Board recognises the value of having a diverse range of skills, experience and thinking on which to draw. For good governance and decision making it is vital to have a mix of people from different backgrounds who can offer diverse perspectives, industry and market experience and who can challenge effectively from an independent standpoint.

To promote diversity the Board will:

1. Consider all aspects of diversity when reviewing the composition and effectiveness of the Board. This includes gender and ethnicity but also goes much wider to encompass regional experience, educational and professional background, and any other characteristics which may help achieve the Group's strategy.
2. Only engage with executive search firms who are signatories of the Voluntary Code of Conduct for Executive Search Firms when seeking to make new appointments.
3. Ensure that candidate lists include individuals from a diverse range of backgrounds and that all candidates with the requisite skills and capability are considered.
4. Agree new Board appointments based on merit against the objective criteria set, taking account of the diversity benefits each candidate may bring.
5. Consider diversity as part of the regular reviews of talent and succession for the Group as a whole.
6. Report on diversity in each year's Integrated Report and Accounts.

Adopted on 28 February 2019