

Kingfisher plc

Board Inclusion and Diversity

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Purpose

This policy sets out the approach to diversity and inclusion in respect of the Board of directors of Kingfisher plc (the 'Company') and senior management. The Policy is intended to assist the Board, through the work of the Nomination Committee, in creating and maintaining optimum Board and Committee composition, and supporting the development of a diverse and inclusive leadership. A separate Kingfisher Group Diversity Policy (which also covers inclusion) applies to all employees in the Kingfisher Group of companies.

Policy Statement

The Board is committed to equality, diversity and inclusion across the Company, recognising that a culture that reflects the diverse communities in which we operate is in the Company's best interests. This belief is embedded in Kingfisher's purpose and aligned to our strategy, and in our goal to create an agile, inclusive culture led by trust, driving high performance.

The Board, supported by the Nomination Committee, seeks to maintain and develop its diversity without compromising on the calibre of new directors appointed. A diverse, inclusive board enhances representation and has a positive effect on board performance and good quality decision-making.

The Nomination Committee leads the process for appointments to the Board and senior management which are based on merit and objective criteria and seek to promote diversity, inclusion and equal opportunity, while having due regard to context of the business and its needs. Consideration is given to breadth and depths of skills and perspectives on the Board and diversity of personal attributes and characteristics, knowledge, and experience of the Board as a whole. This includes but is not limited to background (including professional and educational), ethnicity, disability, gender, sexual orientation, beliefs, and age, as well as of culture, personality, and workstyle.

Policy Objectives

The Nomination Committee aims to:

- Adhere to the guidelines contained in the FCA Policy Statement PS22/3 Diversity and Inclusion on company Boards and Executive Committees (April 2022).
- Adhere to the respective criteria and recommendations of the 2023 iterations of the FTSE Women Leaders and Parker reviews, respectively.
- Maintain at least 40% female directors on the Board.
- Maintain at least one woman in a senior Board position (Chair, Chief Executive Officer, Senior Independent Director, or Chief Financial Officer).
- Maintain at least one Board director from an ethnic minority background.

It is recognised that there may be periods of change on the Board when these numbers may be smaller while the Board is refreshed. However, it is the Board's longer-term intention to at least maintain this balance.

The Nomination Committee will:

- Monitor the Company's own ethnic diversity target for senior leadership, the details and performance against which will be published in the Company's annual report and accounts.
- Only engage executive search firms who have signed up to the Voluntary Code of Conduct for best practice on gender and ethnic diversity.
- Support the development of a diverse and inclusive senior management pipeline towards executive and non-executive Board positions and monitor progress on building an inclusive culture aligned to Company strategy.

Monitoring and Reporting

This policy and progress against its objectives will be reviewed annually and the Board performance review will consider the composition of the Board and its Committees and succession planning. The Nomination Committee, led by the Chair, is responsible for the implementation of this policy and for monitoring progress towards the achievement of its objectives. A summary of this policy and any initiatives on diversity and inclusion, and of the progress made in achieving its objectives, will be disclosed in the Annual Report and Accounts.