

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.

Having already achieved 40% female representation on the Board and at least one BAME member, our aspiration is to at least maintain this diversity on the Board whilst focusing efforts on increasing diversity in the senior management talent pipeline each year.

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 many other characteristics which will help achieve the Group's strategy.
2. Only engage with executive search firms who have qualified under the Enhanced Code of Conduct for Executive Search Firms when seeking to make new appointments.
3. Ensure that candidate lists include individuals from a broad and diverse range of backgrounds and that all candidates with the requisite skills and capability are considered, including those with less traditional track records than the corporate mainstream. Where the list is not diverse, direct the search firm to extend their reach.
4. Agree new Board appointments based on merit against the objective criteria set, taking account of the diversity benefits each candidate can bring.
5. Set the tone and provide visible support for the Group's overarching diversity and inclusion strategy.
6. Report on diversity in each year's Integrated Report and Accounts providing details of this Policy and progress against the objectives set.