



PZ Cussons plc

Board and Executive Committee inclusion and diversity statement

1 Purpose

- 1.1 This statement sets out the policy of the Board of Directors (the “Board”) of PZ Cussons plc (the “Company”) on inclusion and diversity for directors and members of the Executive Committee. The Board believes that achieving progress on inclusion and diversity within the Board and our Executive Committee will help us deliver our strategy, grow sustainably and improve financial performance.

2 Scope and responsibility

- 2.1 This policy applies to directors and Executive Committee members of the Company.
- 2.2 The Chair is responsible for the inclusion and diversity agenda of the Board.
- 2.3 The Chief Executive Officer and Chief People Officer are responsible for the inclusion and diversity agenda of the Executive Committee and the wider workforce.

3 Inclusion and diversity statement and objectives

- 3.1 We believe that diversity is good for our business. The Company is committed to having a Board and an Executive Committee that reflect the diversity of our workforce and consumers in the countries in which we operate. The Executive Committee and Board are committed to creating an inclusive work environment which encourages members from diverse backgrounds and with diverse perspectives and skills to collaborate and work together towards a common objective.
- 3.2 The Company supports the recommendations of the FTSE Women Leaders Review and is committed to achieving or maintaining the targets of at least 40% female representation on the Board and Leadership (defined as the Executive Committee and direct reports) and at least one woman in a senior Board role. As at the date of this document, these targets have been achieved.
- 3.3 The Company supports the recommendations of the Parker Review and is committed to achieving or maintaining the target to have at least one minority ethnic Board director. As at the date of this document, this target has been achieved.
- 3.4 When evaluating candidates for the Executive Committee or Board, the Company is committed to making decisions based on merit and objective criteria and the needs of the Executive Committee and Board, having due regard to the benefits to the Executive Committee and Board of diversity, inclusion and equal opportunity.
- 3.5 In considering recruitment for the Board or Executive Committee, the Company will seek multiple perspectives and seek to reduce unconscious bias. Where external recruitment agencies are used, the Company will use agencies who have signed up to the voluntary Code of Conduct on gender balance and diversity and best practice or who can demonstrate equivalent commitments to inclusion and diversity. The Company will aim to achieve long and short lists of candidates that reflect its diversity commitments. In respect of Board appointments, the Company will consider candidates from non-traditional corporate backgrounds, including from non-profit organisations, the public sector and academia, and/or without prior listed board experience.

4 Reporting

- 4.1 The Nomination Committee shall report annually in the corporate governance section of the Annual Report on the implementation of this statement and progress in achieving its objectives and shall review this statement annually and recommend any revisions to the Board.

Approved by the Board on 30 July 2025