

BOARD DIVERSITY, EQUITY, INCLUSION AND BELONGING POLICY

The importance of diversity, equity, inclusion and belonging to Just

Diversity, equity, inclusion and belonging (DEIB) is a key priority for Just as part of our overall strategy and ensuring all of our people feel proud to work at Just. Having a diverse, talented workforce with people from different backgrounds and experiences is the right thing to do. It will also help us to succeed, innovate and better serve our customers now and in the future.

We recognise and embrace the benefits a diverse Board, Remuneration, Audit, Nomination and Governance, and Group Risk and Compliance Committees (collectively known as Board Committees), and the Group Executive Committee across all aspects of diversity including but not limited to gender, race, sexuality, disability, socioeconomic background, skills, knowledge, experience, education, age, personality and work style. We are committed to hiring and developing diverse talent at all levels of the organisation.

The Board has pledged to build a culture at Just that has **diversity, equity, inclusion and belonging** at its core. This Board Diversity, Equity, Inclusion and Belonging Policy (the 'policy') presents our broader diversity strategy and plans alongside our approach to the diversity of the Board, Board Committees and Group Executive Committee.

How we support our commitment to diversity, equity, inclusion and belonging

The Group's wider commitment to diversity, equity, inclusion and belonging is presented in an approved Group DEIB strategy, policy and action plan, reflecting the following five key areas of focus:

1. Increase **diverse representation**, particularly in leadership and critical roles
2. Strengthen **leadership** focus and **accountability** for delivering DE&I targets
3. Ensure all groups have **equal opportunity** for progression and development
4. **Educate** on difference and discrimination and help to strengthen our inclusive culture
5. **Foster belonging** through supporting our people to be themselves

Statement

In line with this commitment, we have increased the diversity of the Board and Board Committees through recent appointments and support the FTSE Women Leaders Review recommendations and recent FCA targets that at least 40% of Board positions are held by women and that, for FTSE 350 companies, at least one member of the senior Board positions (Chair, CEO, SID or CFO) is a woman and at least one member of the Board is from a Black, Asian or Minority Ethnic background.

The Nomination and Governance Committee regularly reviews the Board and Board Committees' composition and evaluates candidates for Board and Board Committee membership based on merit against clear and objective criteria. It focuses on ensuring that successful candidates add to the diversity of the Board and Board Committees, bringing skills and experience which are complementary to those already available to the Board and Board Committees through its existing membership.

In considering suitable external candidates, the Nomination and Governance Committee is committed to only using service firms that have adopted the voluntary Code of Conduct addressing gender diversity and best practice in search assignments.

The Nomination and Governance Committee also considers diversity when reviewing succession plans and oversees the maintenance of a pipeline of talented individuals across the Group for senior leadership positions.

Review

The Nomination and Governance Committee will review this policy on an annual basis and recommend revisions to the Board as required. It will monitor its effectiveness and report progress against the policy in the Annual Report. It will also report on the process it has used to make Board and Board Committee appointments. This will include a review of progress against agreed diversity measures and targets.

The policy has the full support of the Chair and the Board of Directors of Just Group plc and was adopted by the Board of Directors on 4 March 2024.