

Assura plc Board Diversity Policy

Diversity Policy The purpose of this Board Diversity Policy is to ensure an inclusive and diverse membership of the board of directors of Assura plc (the "Board").

Promoting equality and human rights is one of the core principles of Assura's code of conduct which applies to all employees of Assura. This Board Diversity Policy is applicable to the Board only but sits alongside Assura's Code of Conduct and Diversity and Inclusion policy.

The Board believes that:

- the Board should include a diverse mixture of skills, professional and industry backgrounds, geographical experience and expertise, gender, tenure, ethnicity and diversity of thought;
- a diverse Board with a range of views, insights, perspectives and opinions will improve its decision making and be of benefit to the company's shareholders and other stakeholders;
- inclusion and diversity throughout Assura should be promoted through clear tone from the top, with the Board and executive committee championing diversity and inclusion in support of Assura's values.

The Board supports the recommendations set out in the Hampton-Alexander Review on gender diversity and the Parker Review on ethnic diversity and aspires to have equal female / male representation on the Board and at least one director from an ethnic minority background.

The Board supports management's actions to increase the proportion of senior leadership roles held by women, people from ethnic minority backgrounds and other under-represented groups across Assura in support of the Hampton-Alexander Review and Parker Review recommendations.

The Nomination Committee is responsible for ensuring that the Board has the right balance of skills, experience and knowledge and, in accordance with its terms of reference, shall:

- regularly review Board composition, succession planning, talent development and the broader aspects of diversity;
- work with executive search firms who understand Assura's values and approach to diversity, including this Board Diversity Policy, and will comply with those values and approach in identifying and proposing suitable candidates for appointment to the Board;
- identify suitable candidates for appointment to the Board on merit against objective criteria having regard to the benefits of diversity and the skills, experience, background, and expertise of current members of the Board;
- report annually in the corporate governance section of the Annual Report on the implementation of the Board Diversity Policy and other matters as required by the UK Corporate Governance Code and other regulatory and statutory requirements; and
- review the Board Diversity Policy regularly and recommend any revisions to the Board.