

# BOARD DIVERSITY POLICY

Smiths maintains a diverse Board and management team and acknowledges the recommendations in the FTSE Women Leaders Review on gender diversity and the Parker Review on ethnic diversity. In addition, as a UK listed FTSE 100 company Smiths Group plc aims to meet the provisions of the UK Corporate Governance Code and UK Listing Rules as they relate to diversity.

The Board recognises that diversity includes gender, age, sexual orientation, disability, and ethnic, socio-economical and professional backgrounds, along with cognitive and personal strengths and skills. Diversity is crucial for the effective operation of the Board and its Committees, and oversight of the Group.

The Nomination & Governance Committee is responsible for recommending appointments to the Board following regular assessment of the Board and Committees' composition, and the Group's strategic objectives. The Committee follows a formal, rigorous and transparent appointment process evaluating candidates based on the balance of skills, experience, independence and knowledge. Recommendations are made on merit, considering diversity, to ensure the effective functioning of the Board, especially as the membership of the Board is refreshed.

The Board seeks to ensure that:

1. The Board is comprised of Directors who have a good balance of cognitive and personal strengths, skills, experience, knowledge, perspective and varied backgrounds;
2. At least 40% of its members are comprised of female Directors;
3. At least one Director is from an ethnic minority; and
4. At least one of the Chair, Senior Independent Director, Chief Executive or Chief Financial Officer positions is held by a female.

While the continuing and long-term aim is to meet these targets there may be occasions when the diversity of the Board and its Committees may fluctuate.

To help achieve these aspirations, the Nomination & Governance Committee uses executive search firms who adhere to the enhanced Code of Conduct on gender diversity and best practice.

The Board, through the Nomination & Governance and the Remuneration & People Committees, oversee diversity in senior leadership by reviewing Executive Committee succession plans and the Group's diversity and talent management processes. This ensures that diverse candidates have equal opportunity to succeed at Smiths.

This policy was approved by the Board on 19 March 2025.