

**Convatec Group Plc  
(the “Company”)**

**BOARD DIVERSITY, EQUITY AND INCLUSION POLICY**

**1. Purpose**

The Board Diversity, Equity & Inclusion (DE&I) Policy (the ‘Policy’) sets out the Company’s approach to the diversity of the Board of Directors of the Company (the ‘Board’) and applies to the Board and its Committees

DE&I is a component of Convatec’s broader Environmental, Social and Governance (ESG) strategy. It sits within our ESG strategic pillar of ‘Enabling our people to thrive’. This is significant because our ESG strategy and associated targets are shared with a broader set of stakeholders, and these public commitments hold us accountable for the targets we set

The purpose of the Policy is to ensure a diverse, equitable and inclusive membership of the Board resulting in optimal decision making and supporting the development and execution of the Company’s strategy. Celebrating difference is integral to our ‘forever caring’ promise to customers, patients, end users, healthcare professionals and colleagues, and this Policy, while applicable to the Board only, sits alongside the Company’s broader commitment to DE&I

**2. Policy Statement**

The Company is committed to DE&I in all aspects of our business, including our Board, Board Committees and senior management.

At Convatec, we recognise that we will only improve care and grow together if we harness the power of our differences and encourage diverse thinking. People are the best version of themselves when they feel they are being treated fairly and respectfully. When this happens, colleagues are empowered to voice ideas and be at their best. We cannot expect to meet diverse customer needs without embracing the diversity of our colleagues, and we cannot deliver the innovation needed to sustain our commercial success without harnessing the collective abilities of diverse talent and thinking.

The Board believes that it is important that membership of the Board and Board Committees include a diverse range of backgrounds, experiences and origins. A diverse, equitable and inclusive Board with a range of views, insights and perspectives will improve its decision making and be of benefit to the Company’s shareholders and other stakeholders.

The Chair will lead the Board’s DE&I agenda and set measurable objectives with the aim of continuously improving diversity and inclusion generally, ultimately leading to better debate and decision-making.

In accordance with the gender targets set by the FTSE Women Leaders Review, the ethnic and racial diversity targets set by the Parker Review, and the diversity targets in the Listing Rules, the Board aspires to comprise:

at least 40% women on the Board;

at least one of the senior Board positions (Chair, Chief Executive Officer, Chief Financial Officer or Senior Independent Director) to be woman and at least one director from a minority ethnic background;  
while recognising that periods of change in Board composition may result in temporary periods when this balance is not achieved.

The Board expects this culture of DE&I to permeate throughout the Company and to deliver on specific targets and commitments, with the Board and Convatec Executive Leadership Team championing DE&I in support of the Company's commitments

### 3. Role of the Nomination Committee

In identifying suitable candidates for appointment to the Board, the Nomination Committee will consider candidates on merit against objective criteria and with due regard for the benefits of diversity of all forms on the Board.

The Nomination Committee will oversee the development of a diverse pipeline for succession and will be responsible for ensuring that measurable objectives are set for diversity and inclusion in relation to the Board and senior management positions.

The Nomination Committee will report annually, in the Company's annual report, on the inclusion and diversity process, including information about the appointment process and progress against the targets set out in this Policy in relation to Board appointments. A summary of the Policy and any measurable objectives that have been set towards achieving those objectives as well as progress will be reported in the Nomination Committee report in the Company's annual report.

### 4. Policy Review

The Nomination Committee will review the Policy annually, or as appropriate, to reflect best practice and to ensure that it continues to be fit for purpose. The Nomination Committee will ensure the Policy content complies with relevant legislation, regulation, the Financial Reporting Council's UK Corporate Governance Code and related guidance. The Nomination Committee will discuss proposed changes to the Policy and will recommend any such changes to the Board for its consideration and approval.

Approved by the Convatec Group PLC Board of Directors – 11 December 2024