

BOARD INCLUSION POLICY

1. Purpose

The Board Inclusion Policy (the 'Policy') outlines the Company's approach to inclusion for the Board of Directors of the Company (the 'Board') and applies to the Board.

Inclusion is a core aspect to Convatec's broader Environmental, Social and Governance (ESG) approach. Targets are shared with a broad set of stakeholders, and these public commitments hold us accountable for the targets we set.

The purpose of the Policy is to ensure merit-based, inclusive membership of the Board resulting in optimal decision making and supporting the development and execution of the Company's strategy. Our Policy is consistent with Convatec's 'forever caring' promise to people relying on Convatec's trusted medical solutions.

2. Policy statement

The Company is committed to inclusion 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 customer needs and deliver the innovation needed to sustain our commercial success without harnessing the collective abilities of our people.

The Board believes that it is important that membership of the Board and Board Committees include a range of backgrounds, experiences and origins based on merit. An 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 focus on inclusion and set measurable objectives with the aim of continuously improving generally, ultimately leading to high quality debate and decision-making.

In accordance with the voluntary targets set by the FTSE Women Leaders Review, the ethnic and racial diversity targets set by the Parker Review, and the 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 a woman; and
- at least one director from a non-white minority ethnic background;

There may be periods of change in Board composition that could result in temporary periods when this balance is not achieved.

The Board expects this culture of merit-based inclusivity to permeate throughout the Company and to deliver on specific targets and commitments, with the Board and Convatec Executive Leadership Team championing inclusion 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 having regard to inclusion and equal opportunity.

Consistent with the UK Corporate Governance Code, the Nomination Committee will oversee the development of a suitable pipeline for succession, having regard to inclusion and equal opportunity.

The Nomination Committee will also set measurable objectives for inclusivity 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 it has 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 on 10 December 2025.