

Board Diversity Policy

1. PURPOSE

This Board Diversity Policy (the Policy) sets out the approach to diversity on the Board of Directors of Ibstock plc (the Board). This Policy is owned and supported by the Board and forms a key component of our culture of promoting diversity and inclusion.

Ibstock plc ('Ibstock' or the 'Company') is committed to promoting equal opportunities in employment. As an organisation we believe that by providing a harmonious working environment, all employees should be able to maximise their potential and contribute to our success. Ibstock's Diversity and Inclusion Policy, which applies to all employees, supports our Diversity & Inclusion Strategy, and Working Group activities, which aim to increase diversity and promote inclusion within our workforce.

2. POLICY STATEMENT

The Board believes that it is critical that that its membership comprises individuals with a diverse mixture of skills, experience and expertise, gender, tenure, ethnicity and diversity of thought.

As a Board, we strive to ensure the broadest possible range of views, insights, perspectives and opinions are brought to our decision-making processes, which we believe supports the success of the Company and benefits our shareholders and other stakeholders.

Through the work of the Nomination Committee, the Board will continue to ensure that an appropriate balance of Board membership is maintained and is consistent with our overall approach to diversity and inclusion as an organisation.

3. OBJECTIVES AND REPORTING

The Board acknowledges and supports the recommendations of the FTSE Women Leaders' (previously the Hampton-Alexander) and Parker reviews. Within this context, we will continue to make appointments which reflect our strategic aims to sustain, innovate and grow our business, with due regard for the need for diversity on the Board. On a comply or explain basis, we will continue to report on the diversity of our Board composition with reference to the voluntary targets outlined within these reviews in our Annual Report and Accounts, and in compliance with legal and regulatory requirements as may be applicable from time to time.

4. REVIEW

The Policy will be reviewed annually by the Nomination Committee with any proposed changes recommended to the Board.

Approved by the Board on 15 December 2022.