

BOARD DIVERSITY AND INCLUSION POLICY

Purpose and Scope

This Policy sets out the approach to diversity and inclusion relating to the Board of Directors (the “Board”) of Elementis plc (the “Company” or “Group”) and its Committees¹. It applies to the Board and its Committees only, but sits alongside the Group-wide Code of Conduct and Ethics and related policies, which set out the Company’s wider commitment to diversity, equity and inclusion.

Policy Statement

The Board is committed to actively promoting diversity and inclusion in its broadest sense, and recognises the benefits to the business of bringing a variety of perspectives and thought leadership to senior management and Board decisions. The Company seeks to maintain a Board with a wide range of skills, expertise, backgrounds and experiences. Diversity includes, for instance, perspective, experience (including working internationally), background (including nationality), cognitive and personal strengths and other personal attributes, as well as diversity of sexual orientation and gender identity, social background and ethnicity. The skills and backgrounds of Board members should collectively reflect the environment in which the business operates.

When assessing Board and Committee composition, and identifying suitable candidates for appointment or re-election to the Board, the Board will consider candidates on the basis of merit, against objective criteria, having due regard to diversity and the needs of the Board.

Policy Objectives

The Board is supported by the Nomination Committee and aims to:

1. Consider candidates for appointment to the Board and its Committees from the widest talent pool, against objective criteria and with regard for the benefits of diversity in its broadest sense, including gender and ethnicity. When recruiting new Board members, the Nomination Committee Chair will engage recruitment advisers who are able to demonstrate a commitment to diversity, including being a signatory to the voluntary Code of Conduct for Executive Search Firms for best practice on gender and ethnic diversity, as part of their role in identifying suitably qualified candidates from a talent pool that also reflects the Group’s international profile;
2. Ensure that the Board is comprised of an appropriate balance of skills, experience and knowledge to effectively oversee and support the management of the Company;
3. Meet the diversity targets set out in the UK Listing Rules as far as possible, with a commitment to have:
 - a. no less than 40% female representation on the Board;
 - b. at least one Director from an ethnic minority background; and
 - c. at least one woman in the Chair or Senior Independent Director position on the Board and/or one woman in the Chief Executive Officer or Chief Financial Officer role, recognising that there may be periods during which this is not possible, but seeking to minimise such periods. The Board will report annually on the extent to which such targets have been met;

1. For the purposes of this Policy, “Committees” means the Audit, Remuneration and Nomination Committees.

4. The Nomination Committee supports diversity in all its form and will monitor and support the development of pipeline diversity and the delivery of plans to improve diversity and inclusion across the organisation; and promote talent from across the Group's locations into management roles;
5. Oversee succession plans to ensure that they meet both current and future needs of the business including improvement of diversity across the organisation;
6. Report annually against these objectives and assess the skills, expertise, backgrounds and experiences of Board members;
7. Continue to monitor regulatory developments and best practice in respect of diversity and inclusion; and
8. Periodically review this Policy and its effectiveness.

Adopted by the Board on 28 July 2026