

## Marks & Spencer Board Diversity Policy

Marks & Spencer recognises the importance and value of diversity, and the Board's role in driving diversity and inclusion across the organisation. We are committed to creating a culture which reflects the diverse communities we serve, and which provides equal opportunity and support for all to utilise their experiences and skills to contribute to the business.

We believe a key driver in delivering our organisational diversity commitments is through a Board which is diverse in gender, social and ethnic background, cognitive and personal strengths. The Chairman leads the Marks & Spencer Board diversity agenda and sets measurable objectives with the aim of continuously improving diversity generally, which ultimately leads to better debate and decisions.

### Policy Objectives

- Maintain a level of at least 30% female directors on the M&S Group plc board over the short to medium term;
- Appoint at least one Director from an ethnic minority background to the Board by 2021;
- Assist the development of a pipeline of high-calibre candidates by encouraging a diverse range of senior individuals within the business to take on additional responsibilities and roles to gain valuable board experience (such as Non-Executive roles);
- Only engage executive search firms who have signed up to the voluntary Code of Conduct on both gender and ethnic diversity and best practice;
- Ensure Non-Executive Directors 'long lists' reflect the Board's diversity commitments in respect of gender and ethnicity, as set out in this policy;
- Consider candidates for appointment as Non-Executive Directors from a wider pool including those with little or no previous FTSE board experience;
- Report annually against these objectives and other initiatives taking place within the Company which promote gender, social and ethnic diversity;
- Report annually on the Board evaluation, the composition and structure of the Board as well as any issues and challenges the Board is facing when considering the diverse make up of the Company.

As required by the UK Corporate Governance Code, we will report annually on Board diversity within the Corporate Governance section of the Marks and Spencer Group plc Annual Report.