

**Bank of Ireland (UK) plc (the “Company”)
Board Diversity Policy**

1. Purpose

1.1 The Board Diversity Policy (the “Policy”) sets out the approach to diversity on the Board of Bank of Ireland (UK) plc (the “Board”).

2. Scope of Application

2.1 The Policy applies to the Board. It does not apply to diversity in relation to employees of the Company.

3. Policy Statement

3.1 The Company recognises the benefits of having a diverse Board and sees increasing diversity at Board level as an important element in maintaining a competitive advantage. A diverse Board includes and makes good use of differences in the skills (in particular those skills identified as relevant to the business of the Company, including financial services (incorporating retail, corporate and insurance sector experience), strategy development, finance, risk management, business experience, economics, corporate finance, human resources, customer relations, credit and IT skills), regional and industry experience, background, nationality, ethnicity, gender, age and other qualities of Directors. These differences are considered in determining the optimum composition of the Board and when possible should be balanced appropriately. All Board appointments are made on merit, in the context of the skills and experience the Board as a whole requires to be effective.

3.2 The Nomination Committee (‘the Committee’) of the Company reviews and assesses Board composition on behalf of the Board and recommends the appointment of new Directors. The Committee also oversees the conduct of the annual review of Board effectiveness.

3.3 In reviewing Board composition, the Committee will consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to maintain an appropriate range and balance of skills, experience and background on the Board.

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

3.5 As part of the annual performance evaluation of the effectiveness of the Board, Board Committees and individual Directors, the Committee will consider the balance of skills, experience, independence and knowledge of the Company on the Board and the diversity representation of the Board.

4. Race at Work Charter

Bank of Ireland has signed up to the UK Race at Work Charter and has committed to meeting and in certain cases, exceeding, the standards set out in that Charter. The Board pledges its commitment to zero tolerance for any form of racial harassment, bullying or inappropriate behaviours whether from management, colleagues, customers or contractors.

5. Measurable Objectives

5.1 The Committee will discuss and agree annually all measurable objectives for achieving diversity on the Board and recommend them to the Board for adoption. At any given time, the Board may seek to improve one or more aspects of its diversity and measure progress accordingly.

6. Gender Diversity

6.2 The target set by the Board is to achieve and maintain a minimum of 33% female representation on the Board by the end of 2022, with a medium-term aspiration of achieving equal gender representation on the Board. The Company is committed to having a diverse board, to achieving the targets set and to ensuring an open and fair recruitment process.

6.3 When setting diversity objectives, the Committee will consider targets and aspirations promoted by Government, Regulatory and Industry bodies.

7. Monitoring and Reporting

- 7.1 The Committee receives reports on actions taken to make the Group more inclusive and diverse, including colleague survey outputs which highlight the ethnic minority experience.
- 7.2 The Committee will report annually, in the corporate governance section of the Company's Annual Report, on the process it has used in relation to Board appointments. The report will include the measurable objectives set and progress made towards achieving those objectives.

8. Review of the Policy

- 8.1 The Committee will review the Policy annually, which will include an assessment of the effectiveness of the Policy. The Committee will discuss any revisions that may be required and recommend any such revisions to the Board for approval.

**Approved by the Nomination Committee on 3 December 2020 and the Board on 8
December 2020.**